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BCS TM3 Exam Syllabus Topics:

Topic	Details

Topic 1	• Managing the Test Activities: This section focuses on the role of Test Managers and how testing is planned, monitored, controlled, and completed across different software development contexts. It covers the overall test process, including defining test plans, tracking progress, and ensuring proper closure. Candidates are expected to understand how testing fits within various lifecycle models, test levels, and types, while engaging stakeholders effectively. The syllabus emphasizes risk-based testing to identify quality risks, assess impacts, and select suitable mitigation activities. It also highlights formulating project-level test strategies, selecting appropriate test approaches, setting measurable objectives, and improving processes through models like IDEAL. Additionally, candidates should be able to evaluate and introduce test tools based on business needs, risks, and return on investment.
Topic 2	• Managing the Product: This section emphasizes understanding and managing the product under test, focusing on controlling and assessing testing activities. It covers test metrics, reporting, and defect management across sequential, Agile, and hybrid environments. Candidates should be able to select and apply appropriate test estimation techniques and establish defect workflows suited to the project context. The syllabus also includes preparing business cases for testing activities that justify costs, benefits, and the value of testing within the overall project.
Topic 3	• Managing the Team: This section addresses the role of Test Leads in analyzing team needs, identifying required skills, and coordinating efforts using a whole-team approach. Candidates are expected to understand how to align team capabilities with project goals and ensure effective collaboration. The syllabus highlights techniques for team management, resource allocation, and fostering continuous improvement through retrospectives and knowledge sharing to optimize testing performance.

BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q14-Q19):

NEW QUESTION # 14
Assume that you are using traceability to manage test case coverage against test conditions. During test analysis, three test conditions were identified. Test design for system testing has been completed and 10 test cases (TC1 to TC10) have been designed, as described by the following traceability matrix ("C" indicates a critical test case, while "NC" indicates a non-critical test case):
▢
[traceability matrix not visible in the prompt]
The exit criterion for system testing states that each test condition must have all the associated critical test cases successfully executed (passed) AND all associated non-critical test cases at least executed.
The following is the situation after three days of system testing:
TC1, TC2, TC4, TC5, TC7, TC9: passed
TC3, TC10: failed (with an associated open defect report)
TC6, TC8: not run
Management wants to decide whether to release the system. You advise them that the system does not yet meet the defined exit criteria.
Based only on the given information, which test condition does not yet meet the stated exit criterion?

- A. Test condition 3
- B. None, all meet the stated exit criteria
- C. Test condition 1
- D. Test condition 2

Answer: D

Explanation:
The syllabus explicitly states that exit criteria must be met before considering completion of a test level:
"Exit criteria are the conditions that must be achieved to declare completion of a given test level... including coverage criteria and status of required tests (e.g., passed)."
- ISTQB CTAL-TM v3.0 Syllabus, Chapter 5 Test Monitoring and Test Control And test control must act when exit criteria are not met:
"If the exit criteria are not satisfied, appropriate actions must be taken to address the situation."
- ISTQB CTAL-TM v3.0 Syllabus, Chapter 5
Since test condition 2 still has critical tests not yet executed, the defined exit criteria are not fulfilled, and therefore a release decision should not be approved.

NEW QUESTION # 15

Which of the following is not true regarding applying a model-based approach, e.g., TMMi, for improvements at project level?

- A. The assessment should include test engineering processes such as test design, test implementation and test execution
- B. The assessment should include test management processes such as test planning and test monitoring and control
- C. Practices at organisational level should be tailored appropriate to the project's context
- D. The assessment should include areas such as test policy and test organisation

Answer: D

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus distinguishes organizational-level process areas (e.g., test policy, test organization) from project- level process areas (e.g., test planning, monitoring/control; test design, implementation, execution) when applying model-based improvements such as TMMi at different scopes.
At project level, assessments focus on project processes and practices; test policy and test organization are organizational concerns, not a correct inclusion for a project-level assessment.
Therefore, C is not true for a project-level model-based improvement focus. A and B are correct inclusions at project scope, and D is consistent with the syllabus guidance to tailor organizational practices to the project context.
(References: CTAL-TM v3.0 Syllabus - Chapter 2 "Test Management in the Organization" - improvement approaches and scopes; descriptions contrasting organizational vs. project-level process areas and the use of model-based frameworks such as TMMi.)

NEW QUESTION # 16

Your company is considering purchasing a test tool suite from a respectable vendor. Your manager has searched the internet for comparable products, but none of them meet his specific requirements. A tool demonstration has been arranged for next week and your team has been invited to attend. The tool suite consists of a test management tool, test execution tool, and a requirements management tool. There is a possibility of adding a performance testing tool at a later stage.
You have decided to attend the demo but raise some issues beforehand regarding expectations.
Which two issues from the options provided below should at least be raised?

- A. How will the implementation be organised?
- B. Which project will be selected to perform the tool pilot?
- C. Is customized training available?
- D. Do we have a set of tool requirements to validate the tool against?
- E. What are the problems we are trying to address?

Answer: D,E

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus reminds test managers that tool introduction must be problem-driven and requirements-based.
Before (or alongside) demos, teams should clarify:
A the business/testing problems and improvement goals the tool is meant to address (e.g., traceability, automation scale, reporting).
B clear set of tool requirements/selection criteria to objectively assess the tool during a demo or evaluation.
These two are the minimum critical questions to ground any evaluation. While C, D, and E are important for later stages (rollout planning, piloting, and training), ISTQB stresses that successful adoption starts with defined needs and evaluation criteria, ensuring the demo and subsequent selection are aligned to real objectives.
Relevant syllabus areas: Test Tool and Automation-Tool selection and introduction (identify problems
/opportunities, define requirements and success criteria, evaluate, then plan pilot/rollout/training).

NEW QUESTION # 17

You have recently been employed as a test manager for a software company producing Human Resource (HR) systems... You have been asked to write a test strategy for the project and have chosen to implement a flexible and change-related reactive test strategy.
Which of the following would be an essential part of your test approach?

- A. Using decision table testing, equivalence partitioning and boundary value analysis
- B. Using defect-based attacks and exploratory testing
- C. Implementing ISO/IEC 29119 as a testing framework
- D. Performing a detailed product risk analysis

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
In a reactive (change-driven) test strategy-appropriate when requirements are evolving and flexibility is essential-the syllabus highlights exploratory testing and defect/experience-based techniques (defect-based attacks) as key elements because they adapt rapidly to change and emerging information.
A (product risk analysis) is central to risk-based/analytical strategies.
B (standard-compliant framework) aligns with standard/process-compliant strategies.
References: ISTQB CTAL-TM v3.0 Syllabus-Chapter 4 (Approaches for test prioritization and effort allocation: strategy/approach types including reactive strategies; emphasis on exploratory and defect-based approaches under change-driven contexts).

NEW QUESTION # 18
You are a test manager in charge of integration, system, and user acceptance testing for a bank. You are working on a project to upgrade an existing ATM to allow customers to obtain cash advances from supported credit cards.
The system should allow cash advances from €20 to €500 (both inclusive) for all supported credit cards. The supported credit cards are American Express, VISA, Eurocard, and Mastercard. The system should be easy to use for all users, including new users. The organisation is currently in a transition to Agile and already well on its way.
In the test plan, the following items are listed under the heading "Items and features to be tested":
All supported credit cards
Language localisation
Valid and invalid advance
Usability
Response time
Which of the following topics would be most important for you to address in detail in the test plan?

- A. A list of acceptance criteria for each of the user stories
- B. A set of logical test cases
- C. Detailed entry and exit criteria per test level
- D. An approach to regression testing

Answer: C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
According to the ISTQB CTAL-TM v3.0 Syllabus, Chapter 3 - Test Planning, Monitoring, and Control, one of the main tasks of test planning is to define and document test completion criteria and test level entry criteria as part of the test plan.
"The test plan shall include the entry and exit criteria for each test level, including the conditions that must be met to start and finish testing activities at that level." (ISTQB CTAL-TM v3.0 Syllabus, Chapter 3: Test Planning activities) The test plan provides the structure for managing multiple test levels such as integration, system, and user acceptance tests. Since this question context explicitly mentions several test levels, the most critical aspect to document in detail is the entry and exit criteria per test level, ensuring clarity on when each test level starts and completes, and what constitutes sufficient testing for release or transition.
Why the other options are incorrect:
A). An approach to regression testing- While important, regression strategy typically belongs to the test approach section, not the detailed planning of multi-level testing criteria.
B). A list of acceptance criteria for each of the user stories- This belongs to Agile acceptance test documentation, not the formal test plan for multiple test levels (integration, system, UAT).
D). A set of logical test cases- Test cases are outputs of test design, not part of the test plan document.
References:
ISTQB Certified Tester Advanced Level - Test Manager Syllabus v3.0
Chapter 3: Test Planning, Monitoring, and Control
Section: Test Planning Tasks
Subsection: Define test completion criteria (exit criteria) and entry criteria for each test level Table of contents and body text referring

to"items and features to be tested","entry and exit criteria", and
"content of the test plan".

NEW QUESTION # 19

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