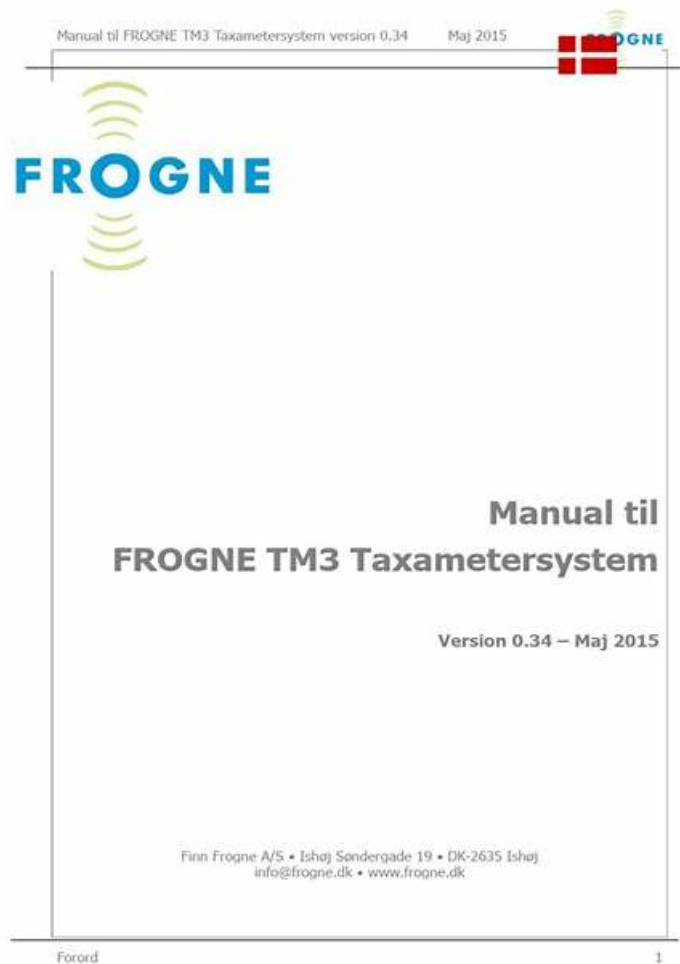


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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">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	<ul style="list-style-type: none"> 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.
Topic 3	<ul style="list-style-type: none"> 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.

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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q18-Q23):

NEW QUESTION # 18

Assume that you have calculated the following costs of quality:

Average cost of detection: €350

Average cost of internal failure: €250

Average cost of external failure: €4,500

The average costs of detection and internal failure are calculated using the number of defects found prior to release, while the average cost of external failure is calculated using the number of defects found after release.

What is the saving in cost of quality for each defect found in testing?

- A. €4,400
- B. €3,900
- C. €4,600
- D. €5,100

Answer: B

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

The syllabus explains the cost of quality (CoQ) perspective for testing and distinguishes between pre-release costs (e.g., detection/appraisal and internal failure costs) and post-release costs (external failure costs). When a defect is found during testing, you incur detection and internal failure costs; if it escapes to production, you incur the (typically much higher) external failure cost.

This saving per defect found in testing is calculated as:

External failure # (Detection + Internal failure) = €4,500 # (€350 + €250) = €4,500 # €600 = €3,900.

This aligns with the syllabus guidance to quantify testing's economic value by comparing avoided external failure costs with the costs of detecting and fixing defects before release (CoQ view).

NEW QUESTION # 19

You are working as a test manager at a company that develops software applications for the mobile domain.

The organisation has recently been assessed against TMMi. This assessment showed that the company is a TMMi level 1

organisation. The projects use the V-model lifecycle and an independent test team exists. The test team consists of both experienced and novice testers. The team has not yet been formally trained in testing, but an ISTQB Foundation course is scheduled to take place in two months.

In your role as a test manager working in the independent test team, you have recently performed a risk assessment for a mobile software application to be developed. You want the features that have been identified as major risks to be tested more thoroughly. Which test practice would you propose to mitigate the identified major product risks?

- A. Use test design techniques such as equivalence partitioning and decision table testing
- **B. Assign the most experienced testers to test the features with the highest risk levels**
- C. Start a test improvement project to achieve TMMi level 2
- D. Create pairs of developers and testers to test the features with the highest risk levels together

Answer: B

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

The syllabus advises that risk mitigation includes allocating stronger capability and more effort to high-risk areas (e.g., by assigning more experienced testers and more intensive testing to those features). In a low-maturity (TMMi level 1) context with novice testers not yet trained, immediately deploying experienced testers to high-risk items is the most practical and effective step to achieve deeper, more reliable testing.

Option B would be beneficial, but without formal training yet, immediate effectiveness is uncertain.

Option C is a longer-term improvement initiative, not a direct immediate mitigation for the current project risks.

Reference: ISTQB CTAL-TM v3.0 Syllabus, Chapter 4 (Risk-Based Testing) on allocating test effort and expertise according to product risk; Chapter 3 (Test Planning) on resourcing high-risk areas first.

NEW QUESTION # 20

For which type of testing would a test manager be involved with establishing benchmarks?

- A. Functional Testing
- B. Testing Black-box
- **C. Non-Functional Testing**
- D. White-box Testing

Answer: C

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

Within Test Planning (Chapter: Test Planning, Monitoring, and Control), the syllabus describes that the test manager defines the test approach for non-functional quality characteristics (e.g., performance, load, scalability, reliability). For these, the test manager often sets or references benchmarks/baselines and success criteria (e.g., response-time thresholds, throughput targets) to evaluate system behavior under specified conditions. Establishing and using benchmarks is a hallmark of non-functional testing, particularly performance testing.

(Reference: CTAL-TM v3.0 Syllabus - Chapter "Test Planning, Monitoring, and Control", subsections on defining the test approach for non-functional testing and specifying success criteria/benchmarks.)

NEW QUESTION # 21

The stakeholders matrix is a strategic tool to be used by test managers and is composed of four quadrants.

Which quadrant is described by the following statements?

Typically do not have a strong interest in day-to-day tasks

Their decisions are critical for resource allocation and high-level project direction

- A. Promoters
- B. Defenders
- C. Apathetics
- **D. Latents**

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

In the stakeholder power-interest matrix used by test managers, stakeholders with high power but low interest are categorized as Latents. They generally "do not have a strong interest in day-to-day tasks," yet their decisions are critical for resources and strategic direction. Promoters are high power/high interest; Defenders are low power/high interest; Apathetics are low power/low interest. This mapping guides how test managers engage and communicate with each stakeholder group (CTAL-TM v3.0 Syllabus, chapter on organizational aspects of test management and stakeholder engagement).

NEW QUESTION # 22

The following defect management process is in use at a company... What is the most important recommendation you would make for the defect report template in this process?

- A. Add a priority field to show how quickly it needs fixing
- B. Add a classification field for the type of incident
- C. Add a lifecycle phase field to document when the defect is found
- D. Automate the incident numbering

Answer: A

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

For effective defect management and control, the report needs information that supports prioritization and scheduling of fixes. The syllabus emphasizes fields such as priority/severity, status, environment, and reproducibility to support planning, monitoring, and control decisions. In the described process, adding priority is most critical to drive timely assignment and fixing order (Chapter 5: Test Monitoring, Control, and Reporting - defect reporting to support control; Chapter 3: Test Planning - using priorities to allocate effort).

NEW QUESTION # 23

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