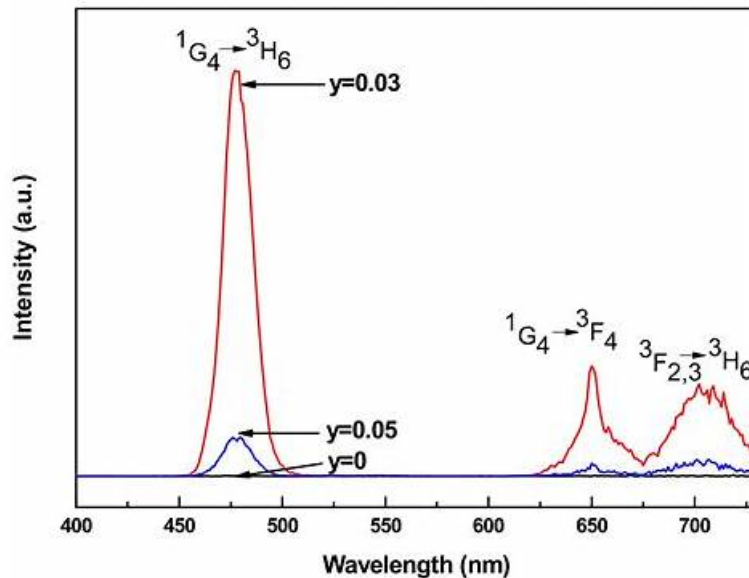


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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q39-Q44):

NEW QUESTION # 39

Analytical test improvement approaches identify problems based on data from the project or team. Appropriate improvements can be derived from an analysis of the identified set of problems.

Which of the following is not an example of an analytical-based test process improvement approach?

- A. Analysis using measures, metrics and indicators
- **B. Quantitative TPI NEXT assessment**
- C. The Goal Question Metric (GQM) approach
- D. Root cause analysis

Answer: B

Explanation:

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

The syllabus classifies improvement approaches including analytical approaches (e.g., root cause analysis, GQM, and analysis of measures/metrics/indicators) that derive improvements by analysing project/team data.

Model-based approaches (e.g., TMMi, TPI NEXT) are a distinct category that evaluate practices against a reference model rather than primarily deriving improvements from project data analysis.

Hence, B (Quantitative TPI NEXT assessment) is model-based, not an analytical approach; A, C, and D are analytical.

(References: CTAL-TM v3.0 Syllabus - Chapter 2 "Test Management in the Organization" - improvement approaches: analytical vs. model-based vs. other; examples provided for each category.)

NEW QUESTION # 40

In an Agile context, defects are often fixed without writing a formal defect report. However, there are some conditions where it is good practice to write a defect report, even in an Agile context.

When is a defect report typically not written in an Agile context?

- A. A defect that must be resolved by or in co-operation with other teams
- B. A defect that is blocking other iteration activities and cannot be immediately solved
- C. A defect that cannot be solved in the same iteration
- **D. A defect that is found for a high-priority user story**

Answer: D

Explanation:

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

Same rationale as Q35. In Agile, no formal defect report is typically created when the team can fix the issue immediately and maintain flow (e.g., defect on a high-priority user story that is quickly addressed). Formal reports are encouraged when blocking, spanning iterations, or requiring cross-teamwork for visibility

/traceability. Refer to CTAL-TM v3.0, Chapter 5 on defect management and Agile reporting considerations.

NEW QUESTION # 41

A project has been running for a few months and the team does not seem to be making progress in their test approach. The team also lacks drive and enthusiasm and is sometimes seen to be performing their tasks too slowly. You have been asked to recruit an extra person into the team. In addition to introducing the new team member, you have decided to raise motivation.

Which of the actions listed below would most likely result in the opposite, a de-motivation of the team?

- A. Providing adequate rewards to the testers when they have done an outstanding job.
- B. Criticising testers only in private when they made a mistake during their test activities.
- **C. Constantly prescribing overtime to the testers so that they will be accustomed to perform extra hours when necessary.**
- D. Organising a meeting with senior management in which senior management addresses the importance of good testing for this project.

Answer: C

Explanation:

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

The syllabus addresses motivators and de-motivators in test teams. Sustained mandatory overtime is explicitly highlighted as a de-motivator, leading to burnout, reduced morale, and lower quality over time. In contrast, private, constructive

feedback, recognition/reward, and visible management support are listed as practices that can improve motivation. Hence, constantly prescribing overtime (B) is the option most likely to demotivate the team.
(ISTQB CTAL-TM v3.0 - Chapter "People Skills - Team Composition": motivation and de-motivation factors; effects of overwork, recognition, supportive leadership, and constructive feedback.)

NEW QUESTION # 42

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

Answer: A

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 # 43

Which of the following is a generic good practice in adopting and rolling out of a new test tool?

- A. Identify opportunities for process improvement supported by the tool
- B. Define guidelines for the use of the tool
- C. Understand how the tool can technically and organisationally be integrated into the software development lifecycle
- D. Consider the pros and cons of the various licensing models

Answer: B

Explanation:

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

The syllabus on Test Tool and Automation lists good practices for tool adoption and rollout, including establishing usage guidelines/standards so teams apply the tool consistently, effectively, and in alignment with the defined process and objectives. While Band Care is also a sensible activity in a broader adoption plan, the generic, universally applicable good practice emphasized in ISTQB materials is to define and communicate clear guidelines for tool use (roles, workflows, conventions, quality gates), backed by training and a measured rollout. D (licensing considerations) is a procurement detail and not a core "generic" practice highlighted for successful rollout.

Relevant syllabus areas: Test Tool and Automation - Tool selection, introduction, and successful deployment practices (guidelines, training, pilot, measured rollout, integration with process).

NEW QUESTION # 44

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