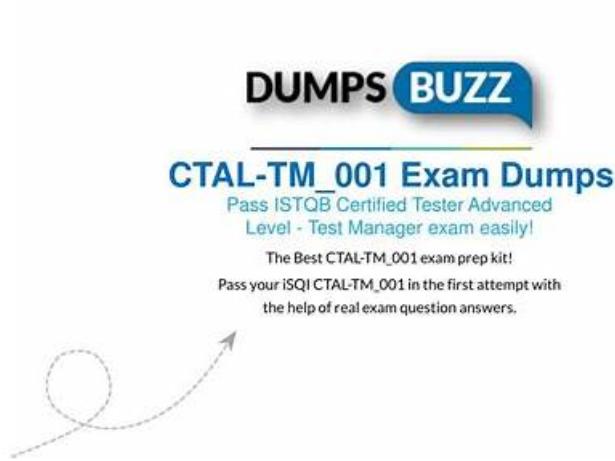


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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q110-Q115):

NEW QUESTION # 110

Which of the following are primary activities in conducting product risk analysis? [1]

- A. Risk identification, risk testing
- B. **Risk identification, risk assessment**
- C. Risk management, risk assessment
- D. Risk testing, risk management

Answer: B

Explanation:

Product risk analysis is the process of identifying and assessing the product risks that may affect the quality or functionality of the software under test1. Product risk analysis involves two primary activities: risk identification and risk assessment. Risk identification is the activity of finding, naming, and describing the risks that might affect the software under test2. Risk assessment is the activity of estimating the impact and probability of occurrence (likelihood) of the identified risks, and prioritizing them based on these factors3. Therefore, option B is the correct answer. Option A is incorrect because risk testing and risk management are not primary activities of product risk analysis, but rather activities that follow or use the results of product risk analysis. Risk testing is the activity of designing, implementing, and executing tests based on the product risk levels to reduce the level of product risks and inform stakeholders of their status4. Risk management is the activity of planning, monitoring, and controlling the risks and the risk mitigation actions in the software project5. Option C is incorrect because risk identification and risk testing are not primary activities of product risk analysis, but rather activities that are part of product risk analysis and risk-based testing respectively. Option D is incorrect because risk management and risk assessment are not primary activities of product risk analysis, but rather activities that are part of risk management and product risk analysis respectively. References: 1: ISTQB Glossary, Product Risk Analysis 2: ISTQB Glossary, Risk Identification 3: ISTQB Glossary, Risk Assessment 4: ISTQB Glossary, Risk-Based Testing 5: ISTQB Glossary, Risk Management : Product Risk Analysis (PRA) | TMap : Risk-Based Testing | ISTQB Glossary : Risk Analysis | ISTQB Glossary

NEW QUESTION # 111

You are a Test Manager on a new project. The software that is being created will be used to control the projectors in movie theaters. This is a time critical project because the software must be released before the Christmas holiday season which has the highest movie attendance of the year.

You have decided to implement a review process for the work products that are a part of this release to save both time and money. In order to expedite the training, you brought in a consultant to train the participants and moderators in proper review processes.

Your team is enthusiastic about participating in the reviews.

Your manager is questioning the money you have spent on this training effort. He wants to know how you intend to justify the expense when you present your numbers at the annual budget meeting in February.

What would be a reasonable way for you to justify the cost of the training and the reviews when you present your information at the budget meeting? [3]

- A. Explain that the reviews are a way of expanding the knowledge of your people and will motivate them to work harder and faster, thus saving money for the company.
- B. **Calculate the ROI using the difference between the cost of the reviews and the cost of dealing with defect escapes.**
- C. Show the defects that were found in the review sessions and show the cost of quality regarding the perfect phase containment for those caught defects.
- D. Compare the production defects from the previous project to the production defects from this project and explain the cost benefits due to the defect reduction in production.

Answer: B

Explanation:

The cost of the training and the reviews can be justified by showing the return on investment (ROI) that they generate. ROI is a measure of the profitability of an investment, calculated by dividing the net benefit by the cost1. The net benefit of the training and the reviews is the difference between the cost of the reviews and the cost of dealing with defect escapes. Defect escapes are defects that are not detected during the review process and are found later in the development or testing phases, or even in production. The cost of dealing with defect escapes includes the cost of rework, testing, debugging, deployment, customer support, and potential loss of reputation or revenue2. The cost of the reviews includes the cost of the training, the time spent by the reviewers and moderators, the tools and resources used, and the overheads3. By calculating the ROI, you can demonstrate how much money the training and the reviews have saved or earned for the company, compared to the alternative of not conducting them. Therefore, option D is the correct answer. Option A is incorrect because comparing the production defects from the previous project to the production defects from this project does not account for the cost of the reviews or the cost of dealing with defect escapes in other phases. Option B is incorrect because showing the defects that were found in the review sessions and the cost of quality regarding the perfect phase containment for those caught defects does not account for the cost of the training or the cost of dealing with defect escapes in production. Option C is incorrect because explaining that the reviews are a way of expanding the knowledge of your people and motivating them to work harder and faster is not a quantifiable or verifiable way of justifying the cost of the training and the reviews. Reference: 1: ISTQB Glossary, Return on Investment 2: ISTQB Advanced Level Test Manager Syllabus, Section 2.3.2 3: How to manage formal reviews & management audits? Skills, metrics ...

NEW QUESTION # 112

Which of the following statements is true regarding Fault Tree Analysis? [1]

- A. It is used to determine the root cause of observed and potential failures.
- B. It is a formal technique used to identify the likely effects of risks.
- C. It is used to target defect-based testing.
- D. It is used to select the pairs of items to be used in pairwise testing.

Answer: A

Explanation:

Fault Tree Analysis (FTA) is a technique used to analyze the causes of faults (defects). The technique visually models how logical relationships between failures, human errors, and external events can combine to cause specific faults to disclose¹. FTA can help to determine the root cause of observed and potential failures by tracing back the fault events to their initiating causes and identifying the combinations of events that can lead to the fault occurrence². Therefore, option A is the correct answer. Option B is incorrect because FTA is not used to select the pairs of items to be used in pairwise testing, which is a technique to generate test cases based on the combinations of two input parameters. Option C is incorrect because FTA is not a formal technique used to identify the likely effects of risks, which are uncertain events or conditions that may have a positive or negative impact on the project objectives.

Option D is incorrect because FTA is not used to target defect-based testing, which is a testing technique that uses information about the types, causes, and locations of defects discovered in previous projects to guide the selection, creation, and prioritization of test cases. Reference: 1: Fault Tree Analysis | ISTQB Glossary 2: Fault Tree Analysis (FTA) - Software Testing Genius : ISTQB Glossary, Pairwise Testing : ISTQB Glossary, Risk : ISTQB Glossary, Defect-Based Test Technique : Fault Tree Analysis (FTA) - Software Testing Genius : Fault Tree Analysis | ISTQB Glossary

NEW QUESTION # 113

You have done a comprehensive risk analysis. You have involved the appropriate people in assessing the risks and determining the likelihood and impact of those risks. You have been testing for three months and have been able to mitigate 75% of the high risk items. You have two weeks left in testing and you now do not expect to be able to complete all the items on the high-risk mitigation list, never mind any from the medium or low-risk lists.

What is the most effective action you should take? [3]

- A. Use a random selection algorithm to pick tests from the high, medium, and low risk mitigation lists - thereby ensuring that each risk list has some mitigation.
- B. Concentrate testing in areas that have already found numerous problems.
- C. Present your risk mitigation progress and project status to the project's stakeholders, and request additional time or assistance in re-prioritizing the remaining high-risk items.
- D. Retest the highest risk areas to ensure no regressions have occurred.

Answer: C

Explanation:

When faced with the inability to complete all items on the high-risk mitigation list within the remaining time, the most effective action is to communicate the current progress and challenges to the stakeholders. This allows for a collaborative decision-making process to re-prioritize the remaining high-risk items and potentially secure additional resources or time to address them.

Reference:

The ISTQB Advanced Level Test Manager syllabus emphasizes the importance of continuous monitoring and control of test activities to achieve project objectives, which includes assessing and reporting relevant and timely test status to project stakeholders^{1,2}. It also highlights the need for test managers to organize and lead risk identification and analysis sessions, and use the results for test planning, monitoring, and control².

NEW QUESTION # 114

You are managing the testing for a bank card project. The testing was scheduled to take 10 weeks but by the time the software was developed only six weeks were available for testing. Knowing there were a lot of risks with the software your team started testing activities early by overseeing code reviews, defining acceptance criteria by working with the users and by doing all test creation prior to the code arriving. You are now three days away from the go-live date. Your testing has mitigated all the high and medium risk items leaving only the low-risk elements unmitigated by testing. You estimate it will take two weeks to manually test the low-risk elements. At this point what should you do?

- A. Transfer the risk of the untested low-risk items to the help desk
- B. Select one of the low-risk elements and perform depth testing to assess the residual risk
- C. Automate the testing of the untested elements to ensure they are covered
- D. Block the go-live and start testing the low-risk elements immediately

Answer: B

Explanation:

Context Analysis:

With limited time, testing all low-risk elements is not feasible. Depth testing on a representative low-risk element helps assess potential residual risk efficiently.

Evaluation of Options:

A . Automate the testing of the untested elements to ensure they are covered:

Incorrect. There isn't enough time to implement automation.

B . Block the go-live and start testing the low-risk elements immediately:

Incorrect. Blocking the release may not be acceptable if high and medium risks are already mitigated.

C . Transfer the risk of the untested low-risk items to the help desk:

Incorrect. While a potential fallback, it doesn't address residual risk proactively.

D . Select one of the low-risk elements and perform depth testing to assess the residual risk:

Correct. This provides quick insights into potential risks and helps make an informed go/no-go decision.

Syllabus Alignment:

ISTQB emphasizes prioritizing risk mitigation through targeted testing (TM-1.3.4).

Reference:

ISTQB Advanced Level Test Management Syllabus (TM-1.3.4)

NEW QUESTION # 115

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