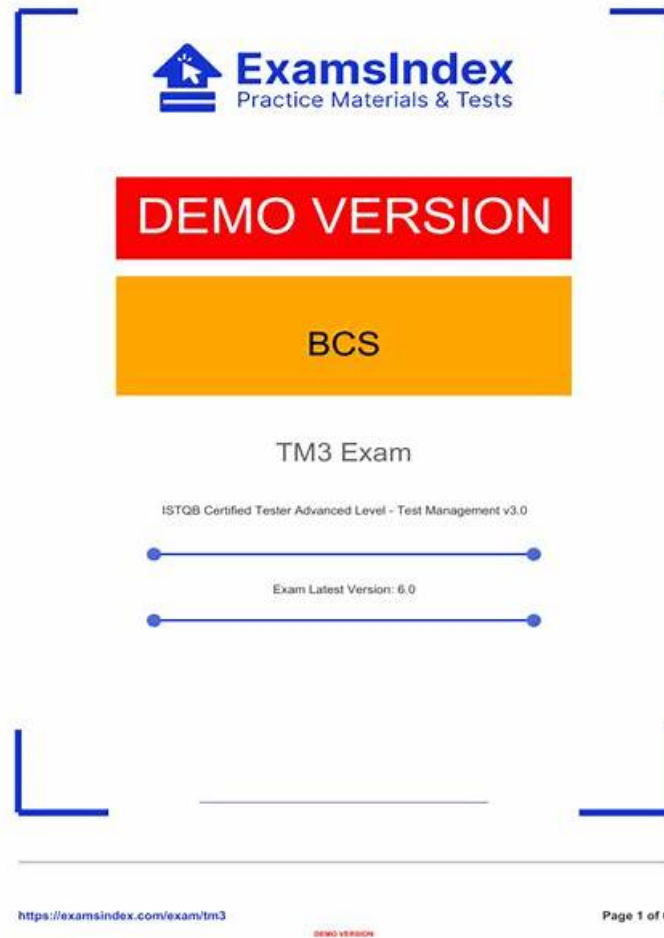


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## BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>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.</li></ul>
Topic 3	<ul style="list-style-type: none"><li>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.</li></ul>

## BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q28-Q33):

### NEW QUESTION # 28

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

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

**Answer: B**

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 # 29

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

**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 # 30

You have been contracted to manage the user acceptance testing of a new reservation system for a travel agency. The reservation system is being developed by a third party. Detailed specifications are available, and an estimate of the total development effort exists. The system will be delivered in four agreed increments.

Which of the following estimation techniques would be most appropriate to use in this context?

- A. Planning poker
- **B. Estimation based on ratios**
- C. Wide-band Delphi
- D. Extrapolation

**Answer: B**

Explanation:

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

The syllabus describes ratio-based estimation (e.g., estimating test effort as a proportion of known or estimated development effort) as appropriate when reliable development-effort data or estimates and clear scope are available. Here, detailed specifications exist, overall development effort is estimated, and increments are defined—conditions well-suited to ratio-based estimation.

Extrapolation requires comparable historical test data for this context.

Wide-band Delphi is useful when data is scarce and expert consensus is needed.

Planning poker is typically used by Agile development teams to size user stories, not for contracting UAT with a third party.

### NEW QUESTION # 31

Management is sceptical regarding the budget request (€25,000) for the next testing project. You are asked for a cost-benefit calculation. Based on historical data from several projects, you have the following numbers:

Average prevention cost per defect: €200

Average cost of detection per defect: €400

Average cost of internal failure: €150

Average cost of external failure: €2,500

Expected number of defects to be found in this project during testing: 50 What is the result for the expected cost-benefit calculation for the upcoming project?

- A. €72,500
- B. €62,500
- C. €92,500
- **D. €87,500**

**Answer: D**

Explanation:

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

Using the cost of quality perspective in the syllabus, compute the savings from moving defects from external failure to internal discovery (prevention + appraisal + internal failure).

Internal discovery cost per defect: €200 + €400 + €150 = €750.

External failure cost per defect: €2,500.

Net saving per defect moved inside: €2,500 - €750 = €1,750.

For 50 defects: €1,750 × 50 = €87,500. The syllabus directs test managers to articulate testing's value by quantifying avoided external failure costs against prevention, detection, and internal failure costs, supporting investment decisions and demonstrating ROI for testing initiatives (Chapter: Test Management in the Organization - economics/cost of quality; business case and benefit evaluation).

### NEW QUESTION # 32

Ability to act with confidence is an important skill for a person to perform successfully in a project or team.

To which area of competence does "ability to act with confidence" belong?

- A. Professional competence
- B. Social competence
- C. Methodological competence
- **D. Personal competence**

**Answer: D**

Explanation:

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

In People Skills - Team Composition, the syllabus distinguishes four competence areas. Personal competence covers attributes such as self-confidence, resilience, self-management, and ownership—traits related to how an individual conducts themselves. "Ability to act with confidence" is therefore categorized under personal competence, not methodological (techniques), professional (domain/technical knowledge), or social (interaction with others).

(ISTQB CTAL-TM v3.0 - Chapter "People Skills - Team Composition": competence categories and examples; self-confidence falls under personal competence.)

### NEW QUESTION # 33

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