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ISTQB CTAL-TM-001 Prüfungsplan:

Thema	Einzelheiten
Thema 1	Managing the Team: This section of the exam measures the skills of a Test Lead and addresses the human side of test management. Candidates must demonstrate how to identify the skills required for each project, assess and develop team competence, and apply motivating leadership practices. The syllabus also covers stakeholder relationship management, understanding interests and influence, articulating the business case for testing, and balancing cost?of?quality considerations to ensure testing is properly resourced, communicated, and valued within the wider project.
Thema 2	Managing the Test Activities: This section of the exam measures the skills of a Test Manager and covers the end?to?end coordination of testing work. Candidates must demonstrate how to plan testing—defining objectives, scope, resources, schedule, and risk treatments—then how to monitor progress against those plans, control deviations through corrective actions, and conclude testing with completion reports, archival of testware, and lessons?learned sessions. The syllabus also explores tailoring test activities to project context, applying risk?based testing to focus effort where it matters most, shaping a coherent project test strategy, leading process?improvement initiatives, and selecting and managing test tools throughout their lifecycle.

Thema 3	Managing the Product: This section of the exam measures the skills of a Test Analyst and focuses on the artefacts under test and the metrics that describe them. Examinees show how to define and collect test metrics to monitor quality and progress, estimate effort and resources for different test scopes, and organize defect management workflows that fit sequential, iterative, or hybrid lifecycles. The aim is to ensure test outcomes align with objectives and inform stakeholders through clear reporting, while using estimation techniques and defect data to guide ongoing test and process improvements.
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>> CTAL-TM-001 Zertifizierungsprüfung <<

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ISTQB Certified Tester Advanced Level - Test Manager CTAL-TM-001 Prüfungsfragen mit Lösungen (Q103-Q108):

103. Frage

You are performing a risk assessment for a financial application using quantitative risk analysis. The following is a table describing the analysis undertaken so far:

Product Risk Item	Likelihood	Impact	Exposure	Cost of Testing
PR1	30 %	100 €		300 €
PR2	5 %	100,000 €		400 €
PR3	0.4 %	1,500 €		500 €
PR4	0.1 %	10,000 €		100 €

Which of the following statements correctly describes the outcome of the risk assessment using the "Cost of Exposure" technique in this scenario? SELECT ONE OPTION

- A. PR1, PR3 and PR4 should be tested while PR2 should not be tested
- B. PR3 and PR4 should be tested while PR1 and PR2 should not be tested.
- C. PR2 should be tested while PR1, PR3 and PR4 should not be tested**
- D. Testing for failures associated to PR4 should happen first.

Antwort: C

104. Frage

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. 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.
- B. 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.
- C. 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.
- **D. Calculate the ROI using the difference between the cost of the reviews and the cost of dealing with defect escapes.**

Antwort: D

Begründung:

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 ...

105. Frage

You have investigated different possibilities and selected four of them to present to IT management. Which of the proposals will you most likely give your highest recommendations? 3 credits

- A. Outsourcing of test automation based on an offer from an Asian company, AsiaAutoTest, which has people who are specialists in system level capture-replay automation tools. They also offer training and besides they offer to run and maintain the regression tests in the future.
- B. Solution from a tool vendor offering to educate two test team members in the use of their easyto- use test automation capture replay tool over the first 3 month and based on that build the regression test suite. In addition to Vicki, Steve is the only one that has time available to be educated.
- **C. Insourcing of test automation based on an offer from a local company ABC that has people who are specialists in system level capture-replay automation tools and they also do regular training courses in test automation methods and tools. They can then work closely with Vicki.**
- D. Internal offer from the development department of XYZ to create the regression package using CppUnit as test automation tool. One of the development groups have very good experiences in automating unit tests, and they are willing to do training as well.

Antwort: C

Begründung:

Explanation/Reference:

Explanation:

106. Frage

In what environment are you most likely to see multiple defect management systems used in one project?

- **A. Hybrid**

- B. Agile
- C. Multi-tenant
- D. Sequential

Antwort: A

Begründung:

Context Analysis:

A hybrid environment combines methodologies (e.g., Agile and traditional), often leading to multiple tools to manage different workflows, methodologies, or team needs.

Evaluation of Options:

A . Sequential:

Incorrect. Sequential approaches usually involve a single defect management system due to their linear nature.

B . Agile:

Incorrect. Agile projects often emphasize a single integrated tool for simplicity and collaboration.

C . Hybrid:

Correct. Multiple tools are typical in hybrid models to accommodate diverse team processes.

D . Multi-tenant:

Incorrect. Multi-tenancy relates to shared infrastructure, not the use of defect management systems.

Syllabus Alignment:

ISTQB mentions hybrid approaches leading to diverse tool requirements for managing defects across different methodologies (TM-1.2.4).

Reference:

ISTQB Advanced Level Test Management Syllabus (TM-1.2.4)

107. Frage

You are the Test Manager of a four-person test team working for a small distribution company with a single warehouse. Your team has been working with a third party development team on a new inventory management system. The company expects this system to generate approximately one million dollars per annum in profits for the company. Early in the project, various risks were identified, and steps taken to mitigate those risks.

For example, you sent your test team for training on the new system, and upgraded the test environment. There are still some lingering risks that have not been addressed, but they have been determined to have a low chance of occurring, with minimal impact if they do occur.

What would be the best option to mitigate these remaining risks? [3]

- **A. Create a cross-functional team to work to reduce the impact and likelihood of these risks coming to fruition.**
- B. Redo the project test plan to add additional testing for these risk items.
- C. Note the risks, and ignore them for now.
- D. Contract with the Risk Protection Insurance company to assume these risks at a cost of \$500,000 per annum.

Antwort: A

Begründung:

Creating a cross-functional team to address the remaining risks is the best option, as it actively involves various stakeholders in the mitigation process. This approach allows for diverse perspectives and expertise to be applied to reduce both the likelihood of the risks occurring and their potential impact, without incurring excessive costs or ignoring the risks altogether.

References: The ISTQB Advanced Level Test Manager syllabus and related documents emphasize the importance of risk management throughout the testing process. It suggests that forming teams to address risks can be an effective strategy, as it leverages collective knowledge and resources to mitigate risks in a cost-effective manner

108. Frage

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