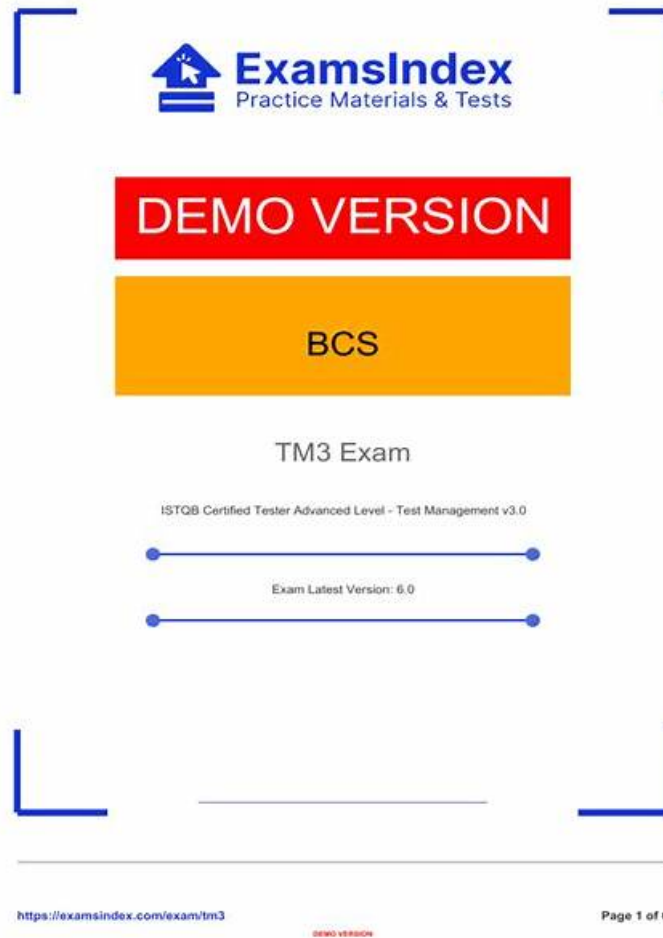


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## BCS TM3 Exam Syllabus Topics:

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 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>
Topic 3	<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>

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## BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q29-Q34):

### NEW QUESTION # 29

Which of the following is not something you should do when performing a Belbin assessment with an Agile team?

- A. The team member roles should be balanced with the Belbin team roles model to identify any missing or overrepresented roles and adjust accordingly.
- B. Feedback is provided to the individual team members by another team member using the observer assessment questionnaire.
- C. The team should not align the team's roles with the team's goals and expectations. These should be kept independent.
- D. Team members use a self-assessment questionnaire to identify their own strengths and weaknesses in relation to nine Belbin roles.

**Answer: C**

Explanation:

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

The syllabus introduces Belbin team roles as a tool to balance roles in a team and improve collaboration. It notes the use of self-assessment and observer feedback and stresses aligning team composition and role usage with the team's goals and context. Therefore, statement D is incorrect: teams should align roles with team goals and expectations; keeping them "independent" runs counter to the intended use of Belbin roles in Agile teams.

(ISTQB CTAL-TM v3.0 - Chapter "People Skills - Team Composition": Belbin roles, use of self/observer assessments, and aligning role mix with team goals.)

### NEW QUESTION # 30

Which of the following activities in the test process is considered to deliver a document which can be used as a major input for test process improvement?

- A. Test Execution

- B. Test Monitoring
- C. Test Planning
- **D. Test Completion**

**Answer: D**

Explanation:

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

In the ISTQB CTAL-TM v3.0 syllabus (Chapter:Testing Process, section onTest Completion), the Test Completion activity includes producing thetest summary report, capturinglessons learned, and finalizing /archiving testware. Thetest summary report and lessons learned are specifically identified as key inputs to test process improvement, enabling organizations to refine their approach, improve efficiency, and address gaps revealed during the test effort. This makesTest Completionthe activity that delivers the document(s) most directly used for ongoingtest process improvement.

(Reference: CTAL-TM v3.0 Syllabus - Chapter "Testing Process", subsection "Test Completion":

responsibilities include creating the test summary report, collecting lessons learned, and providing input to process improvement.)

### NEW QUESTION # 31

You are a test manager developing a master test plan. As part of the master test plan, you are defining exit criteria for the various test levels.

Which of the following exit criteria would be most appropriate and SMART for component testing, and which one would be most appropriate and SMART for system testing?

- 95% of the tests prepared are executed successfully
- All test cases have been run
- 80% decision coverage for all tests run
- At least 30 defects have been found
- At least two weeks of test execution
- No more open defects

- A. ii for component testing, iv for system testing
- B. v for component testing, vi for system testing
- C. iii for component testing, v for system testing
- **D. iii for component testing, i for system testing**

**Answer: D**

Explanation:

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

The syllabus emphasizesSMART exit criteriatailored to the test level:

Forcomponent testing, structural coverage metrics (e.g.,decision coverage) are appropriate and measurable at code level, makingiii (80% decision coverage)suitable and SMART.

References: ISTQB CTAL-TM v3.0 Syllabus-Chapter 3 (Test Planning: defining level-appropriate and measurable entry/exit criteria; use of structural coverage for lower levels and outcome/behavior criteria for higher levels).

### NEW QUESTION # 32

Which of the following test stakeholders are most likely not involved in defining requirements?

- **A. Operations Team**
- B. Development Leads
- C. Users
- D. Product Owners

**Answer: A**

Explanation:

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

The syllabus (Chapter:People Skills - Team Composition) discusses stakeholder roles and collaboration.

Product Owners and Users are primary sources for requirements and acceptance criteria. Development Leads typically collaborate on clarifying requirements and translating them into technical solutions and testability. By contrast, the Operations Team is primarily focused on deployment, support, and operational concerns (e.g., environments, monitoring, reliability in production). While operations may influence non-functional constraints or service levels, they are not typically the primary participants in defining functional requirements, making the Operations Team the most likely answer here.

(Reference: CTAL-TM v3.0 Syllabus - Chapter "People Skills - Team Composition", stakeholder roles and collaboration; contrasts in responsibilities across PO/Users/Dev vs. Operations.)

### NEW QUESTION # 33

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

**Answer: C**

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 #answer: €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 # 34

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