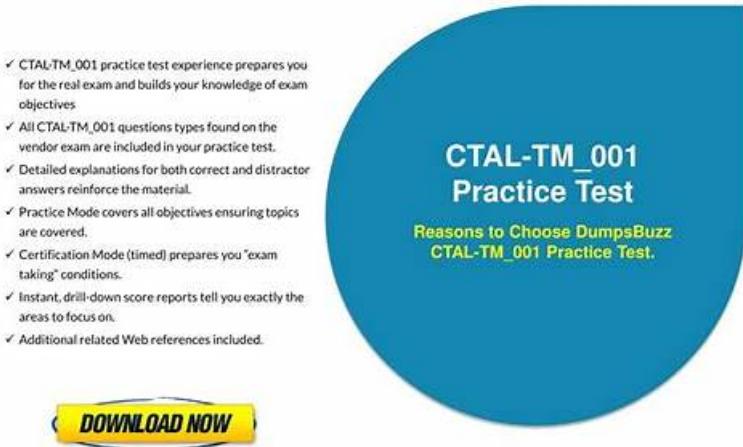


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## ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q150-Q155):

### NEW QUESTION # 150

You are working in an environment that is continually pushing process improvements down to the test team. You are skeptical that

any of these have actually accomplished any improvement. In fact you know that some of the changes have actually impaired progress. Given this information what step of the IDEAL model is missing?

- A. Learning
- B. Acting
- C. Establishing
- D. Diagnosing

**Answer: A**

Explanation:

\* Understanding the IDEAL Model:

\* The IDEAL model (Initiating, Diagnosing, Establishing, Acting, Learning) is a framework for process improvement.

\* In this case, the Learning phase is missing, which involves evaluating the outcomes of implemented changes to identify what worked and what did not.

\* Evaluation of Options:

\* A(Diagnosing) and B(Establishing) refer to earlier stages of the model.

\* C(Acting) relates to implementing changes but does not address the lack of retrospective evaluation.

\* D is correct as the problem lies in not assessing the success of past improvements.

References and Syllabus Alignment:

\* The IDEAL model is covered under "Improving the Testing Process" (TM-1.5.4) in the ISTQB syllabus

### NEW QUESTION # 151

System testing on your current project is coming to an end and it is time to write the test completion report.

The product is an in-house development to support the Sales & Marketing department. Test design was based on requirements analysis.

Which of the following metrics is MOST likely to be useful to help the business stakeholders decide if testing has met its objectives?

- A. Breakdown by priority of coverage of requirements
- B. Breakdown by coverage type of the code coverage achieved
- C. Breakdown by risk level of coverage of product risks
- D. Percentage of test cases that have been automated

**Answer: A**

Explanation:

In business-focused testing (requirements-based), stakeholders are most interested in requirement coverage, especially by priority.

"Metrics... can be used to assess test progress... test coverage of requirements, user stories, acceptance criteria, risks or code."

- ISTQB-CTFL\_Syllabus\_2018\_V3.1, section 5.3.1

Options A and B are more aligned with technical or risk-based strategies. Option C doesn't reflect testing effectiveness.

### NEW QUESTION # 152

Which of the following defect statistics will provide input to be used for improvement in the defect reporting process?

- A. Number of defects in a particular area of the code
- B. Number of defect reports rejected by the developers
- C. Number of defect reports re-opened
- D. Number of defects found in a phase later than they were introduced

**Answer: B**

Explanation:

Purpose of the Question :

Identifying metrics to improve the defect reporting process by reducing ambiguities or improving accuracy.

Evaluation of Options:

A . Number of defect reports re-opened:

Incorrect. This reflects issues with defect resolution rather than reporting.

B . Number of defects in a particular area of the code:

Incorrect. This metric pertains to defect clustering, not the reporting process.

C . Number of defect reports rejected by the developers:

Correct. Rejected reports often indicate poor reporting quality (e.g., insufficient details, incorrect categorization), directly highlighting areas for improvement.

D . Number of defects found in a phase later than they were introduced:

Incorrect. This is a measure of defect detection efficiency, not reporting quality.

Syllabus Alignment:

The syllabus stresses the importance of using defect metrics to refine processes, including reporting accuracy (TM-2.3.5).

Reference:

ISTQB Advanced Level Test Management Syllabus (TM-2.3.5)

### NEW QUESTION # 153

You are managing a project that will be using a model-based testing strategy.

Which of the following is an activity that will be needed in order to implement this strategy? [1]

- A. Create the test charters for the exploratory testing sessions.
- B. Conduct operational profiling to determine the expected usage of the system
- C. Select an appropriate quality standard, such as ISO 9126, to be used to guide the testing.
- D. Conduct a quality risk analysis with all affected stakeholders.

**Answer: C**

Explanation:

A model-based testing strategy is a testing strategy that uses models to represent the desired behavior and structure of the system under test, and to derive test cases, test data, test procedures, and test oracles<sup>1</sup>. A model-based testing strategy requires an activity to select an appropriate quality standard, such as ISO 9126, to be used to guide the testing. A quality standard is a set of criteria, guidelines, or characteristics that define the quality attributes of a software product, such as functionality, reliability, usability, efficiency, maintainability, and portability<sup>2</sup>. A quality standard can help to define the quality requirements, objectives, and measures for the system under test, and to evaluate the quality of the test results and the test process<sup>3</sup>.

Therefore, option C is the correct answer. Option A is incorrect because conducting a quality risk analysis with all affected stakeholders is not an activity specific to a model-based testing strategy, but rather a general testing activity that can be applied to any testing strategy. A quality risk analysis is a process of identifying and assessing the quality risks that may affect the system under test, and prioritizing them based on their impact and likelihood<sup>4</sup>. Option B is incorrect because conducting operational profiling to determine the expected usage of the system is not an activity specific to a model-based testing strategy, but rather an activity related to a usage-based testing strategy. An operational profile is a statistical representation of the relative frequencies of the inputs, operations, and operating conditions of a system in its operational environment.

Option D is incorrect because creating the test charters for the exploratory testing sessions is not an activity specific to a model-based testing strategy, but rather an activity related to an exploratory testing strategy. A test charter is a document that defines the scope, objective, and approach of an exploratory testing session. References: 1: ISTQB Glossary, Model-Based Testing 2: ISTQB Glossary, Quality Standard 3:

ISTQB Advanced Level Test Manager Syllabus, Section 1.3.1 4: ISTQB Glossary, Quality Risk Analysis :

ISTQB Glossary, Operational Profile : ISTQB Glossary, Test Charter : Model-Based Tester - ISTQB not-for- profit association : ISTQB Model-Based Testing Certification - ISTQB Exams Worldwide - ISTQB

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### NEW QUESTION # 154

Comparing TMMi and TPI, which is not a valid reason for choosing either TPI or TMMi? 2 credits

- A. If the scope of test performance improvement covers all test levels, TMMi is preferred since TPI focusses mainly on black-box testing.
- B. TMMi can only be used with the traditional V model, whereas TPI can be used with all types of software life cycles.
- C. If the organization is already applying CMMI, TMMi may be preferred since it has the same structure and uses the same terminology. TMMi addresses management commitment very strongly and is therefore more suitable to support a top-down improvement process.
- D. TPI is much more a bottom-up model that is suitable for addressing test topics for a specific (test) project.

**Answer: B**

Explanation:

Explanation/Reference:

### Explanation:

## NEW QUESTION # 155

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