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BCS TM3 Exam Syllabus Topics:

Topic	Details

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

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

NEW QUESTION # 28

Test control uses the information from test monitoring to provide guidance and take corrective action when required. Which of the following is not a possible test control action?

- A. Adjusting the test schedule
- B. Adding new resources
- C. Re-prioritisation of test cases
- D. Checking the fulfilment of the exit criteria

Answer: D

Explanation:

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

The syllabus distinguishes test monitoring (collecting/assessing status information, e.g., progress vs plan, exit criteria status) from test control (taking corrective actions based on monitoring). Control actions include re-prioritising tests, adjusting schedules, and adding resources to address variances and risks. Checking the fulfilment of exit criteria is monitoring activity (status assessment), not a control action.

(Reference: CTAL-TM v3.0 - Test Planning, Monitoring, and Control: differences between monitoring (status, metrics, exit criteria checks) and control (re-prioritisation, rescheduling, resource adjustments, scope changes).)

NEW QUESTION # 29

The stakeholders matrix is a strategic tool to be used by test managers and is composed of four quadrants.

Which quadrant is described by the following statements?

Typically do not have a strong interest in day-to-day tasks

Their decisions are critical for resource allocation and high-level project direction

- A. Apathetics
- B. Latents
- C. Defenders
- D. Promoters

Answer: B

Explanation:

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

In the stakeholder power-interest matrix used by test managers, stakeholders with high power but low interest are categorized as Latents. They generally "do not have a strong interest in day-to-day tasks," yet their decisions are critical for resources and strategic direction. Promoters are high power/high interest; Defenders are low power/high interest; Apathetics are low power/low interest. This mapping guides how test managers engage and communicate with each stakeholder group (CTAL-TM v3.0 Syllabus, chapter on organizational aspects of test management and stakeholder engagement).

NEW QUESTION # 30

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 come up with 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. €62,500
- B. €72,500
- 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:

Per the syllabus, when building a business case using the cost of quality model, compare the avoided external failure costs with the sum of relevant pre-release costs (prevention, detection/appraisal, and internal failure). For

50 expected defects found in testing:

Avoided external failure cost = $50 \times €2,500 = €125,000$

Pre-release cost per defect = €200 (prevention) + €400 (detection) + €150 (internal failure) = €750 Total pre-release costs = $50 \times €750 = €37,500$ Net benefit (cost-benefit) = $€125,000 - €37,500 = €87,500$ This computation follows the syllabus' guidance to quantify both costs (prevention, detection, internal failure) and benefits (external failures avoided) to demonstrate the economic value of testing.

NEW QUESTION # 31

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 # 32

You are a test manager managing a test team and working at a government agency. The test team is responsible for performing the system test. Senior management has been provided with the following test objective for a new project:

"The system should be of high quality."

Using the SMART goal methodology, which of the following statements would be appropriate as a revision to the defined test objective by management?

- A. All defined requirements shall be implemented and function without problems
- B. At least three weeks of system testing shall be performed and no major defects will be outstanding before going live
- C. The number of user issues reported in the first 3 months after going live shall be less than an average of 1 per week
- D. During component testing a statement coverage of 90% shall be achieved

Answer: C

Explanation:

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

The syllabus requires that test objectives be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound. Option C is specific ("user issues"), measurable (" < 1 per week"), achievable (depending on context), relevant to system quality in production, and time-bound ("first 3 months after going live").

A is not measurable ("...without problems" is vague).

B is partially SMART but uses ambiguous terms ("major defects") and focuses on elapsed time rather than quality outcomes.

References: ISTQB CTAL-TM v3.0 Syllabus-Chapter 3 (Test Planning: defining measurable test objectives and SMART criteria; aligning objectives to levels and stakeholders).

NEW QUESTION # 33

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