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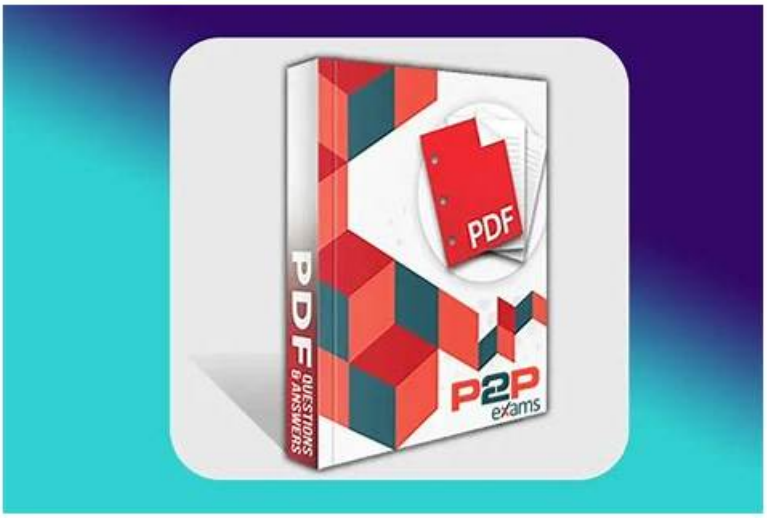

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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.
Topic 2	• 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 3	• 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.

>> TM3 Real Questions <<

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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q17-Q22):

NEW QUESTION # 17
Which of the following tools help to understand which part of the test object has been exercised by testing?

- A. Code coverage tool
- B. Static analysis tool
- C. Test execution tool
- D. Requirements management tool

Answer: A

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
UnderTest Tool and Automation, the syllabus explains thatcoverage tools(often calledcode coverage tools) measurewhich parts of the code or structure(e.g., statements, branches, conditions) have beenexecuted by tests. This directly answers the question about "which part of the test object has been exercised." Amanages requirements and traceability, not execution coverage.
Bexecutes tests but typically does not measure structural coverage of the code by itself.
Canalyzes code without executing it; it identifies defects or coding standard violations, not runtime coverage.
Relevant syllabus areas:Test Tool and Automation-Coverage measurement tools(structural coverage for assessing extent of code exercised by testing).

NEW QUESTION # 18
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. €87,500
- C. €92,500
- D. €72,500

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
Per the syllabus, when building abusiness caseusing thecost of qualitymodel, compare theavoided external failure costswith thesum of relevant pre-release costs(prevention, detection/appraisal, and internal failure). For
50 expected defects found in testing:
Avoided external failure cost= 50 × €2,500 =€125,000
Pre-release costsper defect = €200 (prevention) + €400 (detection) + €150 (internal failure) =€750 Total pre-release costs= 50 × €750 =€37,500 Net benefit (cost-benefit)= €125,000 # €37,500 =€87,500 This computation follows the syllabus' guidance to quantify bothcosts(prevention, detection, internal failure) andbenefits(external failures avoided) to demonstrate the economic value of testing.

NEW QUESTION # 19
Assume that you are using traceability to manage test case coverage against test conditions. During test analysis, three test conditions were identified. Test design for system testing has been completed and 10 test cases (TC1 to TC10) have been designed, as described by the following traceability matrix ("C" indicates a critical test case, while "NC" indicates a non-critical test case):
[traceability matrix not visible in the prompt]
The exit criterion for system testing states that each test condition must have all the associated critical test cases successfully executed (passed) AND all associated non-critical test cases at least executed.
The following is the situation after three days of system testing:
TC1, TC2, TC4, TC5, TC7, TC9: passed
TC3, TC10: failed (with an associated open defect report)
TC6, TC8: not run
Management wants to decide whether to release the system. You advise them that the system does not yet meet the defined exit criteria.
Based only on the given information, which test condition does not yet meet the stated exit criterion?

- A. None, all meet the stated exit criteria
- B. Test condition 3
- C. Test condition 2
- D. Test condition 1

Answer: C

Explanation:
The syllabus explicitly states thatexit criteriamust be met before considering completion of a test level:
"Exit criteria are the conditions that must be achieved to declare completion of a given test level... including coverage criteria and status of required tests (e.g., passed)."
- ISTQB CTAL-TM v3.0 Syllabus, Chapter 5Test Monitoring and Test Control And test control must act when exit criteria are not met:
"If the exit criteria are not satisfied, appropriate actions must be taken to address the situation."
- ISTQB CTAL-TM v3.0 Syllabus, Chapter 5
Sincetest condition 2 still has critical tests not yet executed, thedefined exit criteria are not fulfilled, and therefore a release decision should not be approved.

NEW QUESTION # 20
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. At least three weeks of system testing shall be performed and no major defects will be outstanding before going live
- B. All defined requirements shall be implemented and function without problems
- 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 beSMART:Specific, Measurable, Achievable, Relevant, and Time- bound. OptionCis 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").
Ais not measurable ("...without problems" is vague).
Bis 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 # 21
Your company is considering purchasing a test tool suite from a respectable vendor. Your manager has searched the internet for comparable products, but none of them meet his specific requirements. A tool demonstration has been arranged for next week and your team has been invited to attend. The tool suite consists of a test management tool, test execution tool, and a requirements management tool. There is a possibility of adding a performance testing tool at a later stage.
You have decided to attend the demo but raise some issues beforehand regarding expectations.
Which two issues from the options provided below should at least be raised?

- A. Is customized training available?
- B. Do we have a set of tool requirements to validate the tool against?
- C. What are the problems we are trying to address?
- D. Which project will be selected to perform the tool pilot?
- E. How will the implementation be organised?

Answer: B,C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus reminds test managers thattool introduction must be problem-drivenandrequirements-based.
Before (or alongside) demos, teams should clarify:
Athebusiness/testing problemsand improvement goals the tool is meant to address (e.g., traceability, automation scale, reporting).
Baclear set of tool requirements/selection criteriato objectivelyassess the toolduring a demo or evaluation.
These two are theminimum critical questionsto ground any evaluation. WhileC,D, andEare important for later stages (rollout planning, piloting, and training), ISTQB stresses thatsuccessful adoption starts with defined needs and evaluation criteria, ensuring the demo and subsequent selection are aligned to real objectives.
Relevant syllabus areas:Test Tool and Automation-Tool selection and introduction(identify problems /opportunities, define requirements and success criteria, evaluate, then plan pilot/rollout/training).

NEW QUESTION # 22
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