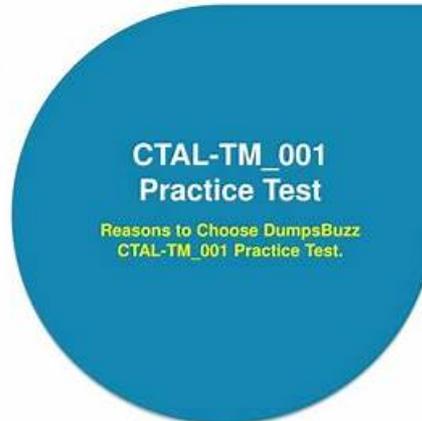


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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q211-Q216):

NEW QUESTION # 211

You are a Test Manager and have started a program of test process improvement. You are following the IDEAL model and have completed the first three phases, now you are ready to go further. Which TWO of the following activities will enable you to complete the remaining phases of the IDEAL model?

- A. Trial one or more of the highest-priority improvements in a pilot project
- B. Decide whether to take a model based or an analytical based process improvement approach
- C. Trial a low-priority improvement in order to assess the difficulty of changing the organisation's processes
- D. Check to see which benefits have, or have not, been achieved from the improvement made
- E. Re-prioritise the possible improvements according to their expected return on Investment

Answer: A,D

Explanation:

According to the ISTQB glossary:

The IDEAL model comprises five phases: Initiating, Diagnosing, Establishing, Acting, and Learning.

* "Acting" includes piloting and implementing improvements (e.g. trialing highest-priority improvements).

* "Learning" includes evaluating the success and capturing lessons learned (e.g. checking if benefits were achieved). Therefore, C (trial highest-priority improvements) belongs to the Acting phase, and E (benefits check) aligns with Learning.

Reference: Glossaire-des-tests-logiciels-v3_2F-ISTQB-CFTL.pdf, definition of IDEAL model

NEW QUESTION # 212

You are planning the testing for an emergency product update required to correct a serious security issue and to improve system maintainability of a key product in your company's catalogue. It has been estimated that the historical cost to the company for the security issue in this system has been \$375,000.

In the last year a total of 10 reported 'live' incidents were reported, resulting in a total external failure cost of \$110,000 to correct. The cost of prevention for this project has been estimated as \$78,500 and from the development you have learned that the average cost of detection was \$1,250 and the average cost of internal failure was \$7,450. Which one of the following statements about cost of quality is TRUE? SELECT ONE OPTION

- A. The historical costs of this system will be recovered in 2 years.
- **B. Total cost of quality for this application will be \$197,200.**
- C. Each defect found during testing offers a saving of \$1300.
- D. Each defect not found by testing will cost \$1250.

Answer: B

NEW QUESTION # 213

Which four combinations of stages and activities correctly characterise the lifecycle of a tool?

Stages:

- * Evolution
- * Retirement
- * Support and maintenance
- * Acquisition

Activities:

- a) Data must be preserved and/or archived
- b) Vendor decisions can require changes to the tool
- c) Decisions are made about where work products will be stored
- d) Decisions on backup and restoration of artefacts are required

- A. 1b, 2d, 3d, 4a
- **B. 1b, 2a, 3d, 4c**
- C. 1d, 2a, 3c, 4d
- D. 1a, 2d, 3b, 4c

Answer: B

Explanation:

* Evolution: Vendor decisions can affect tool evolution # 1b

* Retirement: Involves archiving data # 2a

* Support & Maintenance: Backup/restoration plans are crucial # 3d

* Acquisition: Requires storing decisions for traceability # 4c

Reference: ISTQB-CFTL_Syllabus_2018_V3.1, section 6.1 and 6.2 on tool lifecycle and selection

NEW QUESTION # 214

Which of the following would be the TWO most appropriate examples of entry criteria documented in the system integration test plan? 2 credits

- A. The percentage of requirements coverage achieved during system integration test.
- B. The availability of the latest version of the capture-replay tool (for testing the interface with the newly developed test management tool).
- C. The sign-off of a performance test software release note (test item transmittal report) by both development and testing showing that system performance meets the specified acceptance criteria.
- D. The percentage of acceptance test procedures scheduled for execution.
- E. The percentage of decision coverage achieved during unit testing.

Answer: B,E

Explanation:

Explanation/Reference:

Explanation:

NEW QUESTION # 215

You have directed one of your testers to construct a "smoke test" to execute against new builds prior to starting formal testing. This is an example of which software development lifecycle activity?

[1]

- A. Technical support
- B. Software development and maintenance
- C. Project management
- D. Change and configuration management

Answer: D

Explanation:

The correct answer is C. Change and configuration management. This is because a smoke test is a type of test that checks the basic functionality and stability of a new build before proceeding to more detailed testing. A smoke test is an example of change and configuration management, which is the activity of controlling and tracking the changes made to the software and its configuration items throughout the software development lifecycle. References: Certified Tester Advanced Level Test Manager (CTAL-TM) - ISTQB not-for-profit association, ISTQB Test Manager Certification - ISTQB Exams Worldwide - ISTQB Official Registration, Managing the Test Team - ISTQB not-for-profit association

NEW QUESTION # 216

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