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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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	• 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 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.

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

NEW QUESTION # 28
Which one of the following metrics is primarily used to measure the achievement of a test objective and reported in a test completion report?

- A. Code coverage
- B. Number of automated test cases versus planned automated test cases
- C. Accumulated number of resolved defects versus accumulated number of defects
- D. Actual versus planned estimation (in hours) for testing activities

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus explains that test objectives are agreed during planning and achievement against these objectives is assessed and reported in test completion. A common objective is to automate a defined proportion of tests; the metric "number of automated test cases versus planned automated test cases" directly measures the degree to which that objective was achieved and is reported in completion.
A (code coverage) and C (defect trends) are valuable but are not inherently tied to a specific stated objective unless such a target was set (e.g., 80% branch coverage).
B is a monitoring metric (variance to plan) rather than a direct measure of objective achievement. (Reference:
CTAL-TM v3.0 - Test Planning, Monitoring, and Control and Testing Process (Test Completion): defining measurable test objectives; reporting objective achievement in the test summary/completion report.)

NEW QUESTION # 29
You are currently leading an independent test team. Based on the information given in the scenario, identify how the team could be improved most effectively.

- A. By providing training in the payroll domain
- B. By providing specific training on the systems being tested
- C. By providing a workshop on test design techniques
- D. By providing training on reviewing requirements

Answer: A

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

syllabus:

According to theISTQB Certified Tester Advanced Level - Test Manager v3.0 Syllabus (Chapter 7: People Skills - Team Composition), team performance can be significantly improved by ensuring that testers possess an appropriate mix ofdomain knowledge,technical skills, andinterpersonal skills.

"An effective test team requires a balance between technical knowledge, testing skills, and knowledge of the business domain." (ISTQB CTAL-TM v3.0 Syllabus, Chapter 7 - People Skills, Section: Test TeamDynamics and Skill Development) When a team lacks understanding of thebusiness domain, such as payroll in this scenario, they may:

Struggle to interpret requirements or identify key risk areas.

Miss critical business logic defects.

Design test cases that fail to cover realistic user workflows.

Therefore, the most effective improvement would betraining in the payroll domain- strengthening theirdomain expertiseto enhance test design quality, communication with stakeholders, and defect detection effectiveness.

Why the Other Options Are Incorrect:

B). Workshop on test design techniques- Enhances technical testing skill but does not address lack of domain understanding.

C). Specific training on the systems being tested- Improves system familiarity but still lacks insight into business rules and domain-driven testing.

D). Training on reviewing requirements- Improves requirement analysis, but without domain knowledge, reviewers cannot effectively validate correctness or completeness.

References (from ISTQB Certified Tester Advanced Level - Test Manager v3.0 Syllabus):

Chapter 7:People Skills - Team Composition

Section:Test TeamDynamics and Skill Development

States thatdomain knowledge trainingis critical for tester effectiveness.

Emphasizes the need for balance amongtechnical, testing, and business knowledge.

NEW QUESTION # 30

You have recently been employed as a test manager for a software company producing Human Resource (HR) systems... You have been asked to write a test strategy for the project and have chosen to implement a flexible and change-relatedreactive test strategy. Which of the following would be an essential part of your test approach?

- A. Implementing ISO/IEC 29119 as a testing framework
- B. Performing a detailed product risk analysis
- C. Using defect-based attacks and exploratory testing
- D. Using decision table testing, equivalence partitioning and boundary value analysis

Answer: C

Explanation:

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

In areactive(change-driven) test strategy-appropriate when requirements are evolving and flexibility is essential-the syllabus highlightsexploratory testinganddefect/experience-based techniques (defect-based attacks)as key elements because they adapt rapidly to change and emerging information.

A(product risk analysis) is central torisk-based/analyticalstrategies.

B(standard-compliant framework) aligns withstandard/process-compliantstrategies.

References: ISTQB CTAL-TM v3.0 Syllabus-Chapter 4 (Approaches for test prioritization and effort allocation: strategy/approach types including reactive strategies; emphasis on exploratory and defect-based approaches under change-driven contexts).

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. Wide-band Delphi
- B. Planning poker
- C. Extrapolation
- D. Estimation based on ratios

Answer: D

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

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 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 × €2,500 = €125,000
Pre-release costs per 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 both costs (prevention, detection, internal failure) and benefits (external failures avoided) to demonstrate the economic value of testing.

NEW QUESTION # 33
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