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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
Topic 2	<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 3	<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.
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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q35-Q40):

NEW QUESTION # 35

Following up on the situation, the team lacks drive and is performing tasks too slowly. You have been asked to recruit an extra person into the team. Which of the following team roles would be most appropriate to enhance the team?

- A. A test process improvement consultant
- B. A person who brings new ideas to the team
- **C. A person with the ability to complete tasks**
- D. A person with in-depth technical skills

Answer: C

Explanation:

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

According to the ISTQB Certified Tester Advanced Level - Test Manager v3.0 Syllabus (Chapter 7: People Skills - Team Composition), the Belbin team role model is referenced to describe how a balanced team benefits from diverse behavioral roles. "A team should consist of people who complement each other's strengths and weaknesses. When the team lacks drive or the ability to meet deadlines, a role such as the Implementer or Completer-Finisher may be needed to ensure that work is completed efficiently and on time." (ISTQB CTAL-TM v3.0 Syllabus, Chapter 7 - People Skills, Section: Building and Leading Test Teams) When a test team lacks drive and is slow in completing tasks, this indicates the absence of task-oriented roles that emphasize execution and delivery. The Belbin roles that suit this gap include:

Implementer (Practical Organizer)- disciplined, reliable, and efficient in turning ideas into actions.

Completer-Finisher (Detail-Oriented Finisher)- conscientious and ensures that work is completed to the required standard.

Recruiting a person with a strong ability to complete tasks best addresses this deficiency and directly improves the team's delivery performance.

Why the Other Options Are Incorrect:

- B). A test process improvement consultant- Focuses on optimizing processes, not motivating daily execution or speeding up delivery.
- C). A person with in-depth technical skills- Adds expertise but does not necessarily address the lack of drive or task completion discipline.
- D). A person who brings new ideas to the team- Reflects a creative or "Plant" role, valuable for innovation but not for improving execution speed or focus.

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

Chapter 7: People Skills - Team Composition

Section: Test Team Dynamics and the Belbin Team Roles

States that "the Test Manager should identify and balance behavioral roles within the team to ensure effectiveness, for example, introducing task-oriented members when delivery speed is lacking."

NEW QUESTION # 36

To which category of cost of quality does "fixing a defect found during testing" belong?

- A. Appraisal costs
- B. Internal failure costs
- C. External failure costs
- D. Defect prevention costs

Answer: B

Explanation:

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

The syllabus differentiates cost of quality into:

Prevention(to avoid defects),

Appraisal(to evaluate products, e.g., reviews, testing),

Internal failure(defects found before release, including the cost to fix during testing), and External failure(defects found after release)."Fixing a defect found during testing" is an internal failure cost, because the failure is detected and corrected prior to delivery (CTAL-TM v3.0, Organizational Test Management - economics of testing and cost of quality categories).

NEW QUESTION # 37

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

Answer: A

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 costs 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 # 38

During which test planning task are the test design techniques to be applied during the project, identified and selected?

- A. Identify risk treatment approaches
- B. Define test approach, and estimate and allocate resources
- C. Understand the context and organise test planning
- D. Establish test plan

Answer: B

Explanation:

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

In the Test Planning activities of the CTAL-TM v3.0 syllabus (Chapter 3), the selection of test design techniques is part of defining the test approach. The syllabus describes that when the test manager defines the test approach, they determine how testing will be performed, including the test design techniques to be used, and align resources and estimates accordingly.

The earlier tasks in planning set the stage (understanding context and organization) and address risk treatment choices, while the establish test plan task documents and baselines the already chosen approach and decisions.

Why the other options are incorrect:

- A). Understand the context and organise test planning- This task focuses on analyzing the test context, stakeholders, constraints, and organizational aspects to prepare for planning; it does not yet select specific test design techniques.
- B). Identify risk treatment approaches- This task deals with how risks will be addressed (e.g., through mitigation, contingency, or targeted testing focus); it informs priorities but does not itself select test design techniques.
- D). Establish test plan- This task records and baselines the plan (including approach and techniques already chosen). The selection of techniques has already occurred when defining the approach.

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

Chapter 3: Test Planning, Monitoring, and Control- subsection describing test planning tasks and the activity to define the test approach (which includes selecting test design techniques), followed by estimation/resource allocation and subsequent establishment of the test plan.

NEW QUESTION # 39

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

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 # 40

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