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## BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q19-Q24):

### NEW QUESTION # 19

Which of the following is not true regarding applying a model-based approach, e.g., TMMi, for improvements at project level?

- A. The assessment should include areas such as test policy and test organisation
- B. The assessment should include test engineering processes such as test design, test implementation and test execution
- C. Practices at organisational level should be tailored appropriate to the project's context
- D. The assessment should include test management processes such as test planning and test monitoring and control

**Answer: A**

Explanation:

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

The syllabus distinguishes organizational-level process areas (e.g., test policy, test organization) from project-level process areas (e.g., test planning, monitoring/control; test design, implementation, execution) when applying model-based improvements such as TMMi at different scopes.

At project level, assessments focus on project processes and practices; test policy and test organization are organizational concerns, not a correct inclusion for a project-level assessment.

Therefore, C is not true for a project-level model-based improvement focus. A and B are correct inclusions at project scope, and D is consistent with the syllabus guidance to tailor organizational practices to the project context.

(References: CTAL-TM v3.0 Syllabus - Chapter 2 "Test Management in the Organization" - improvement approaches and scopes; descriptions contrasting organizational vs. project-level process areas and the use of model-based frameworks such as TMMi.)

### NEW QUESTION # 20

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

**Answer: B**

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 (reprioritisation, rescheduling, resource adjustments, scope changes).)

### NEW QUESTION # 21

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):

	TC 1	TC 2	TC 3	TC 4	TC 5	TC 6	TC 7	TC 8	TC 9	TC 10
Test condition 1	C	C	NC							NC
Test condition 2				C	C	C	C	NC	NC	
Test condition 3	C	C		NC	NC					

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

**Answer: B**

Explanation:

The syllabus explicitly states that exit criteria must 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 5 Test 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

Since test condition 2 still has critical tests not yet executed, the defined exit criteria are not fulfilled, and therefore a release decision should not be approved.

## NEW QUESTION # 22

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

**Answer: B**

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), team performance can be significantly improved by ensuring that testers possess an appropriate mix of domain knowledge, technical skills, and interpersonal 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 Team Dynamics and Skill Development) When a team lacks understanding of the business 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 be training in the payroll domain- strengthening their domain expertise to 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 Team Dynamics and Skill Development

States that domain knowledge training is critical for tester effectiveness.

Emphasizes the need for balance among technical, testing, and business knowledge.

## NEW QUESTION # 23

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. Promoters
- **C. Latents**
- D. Defenders

**Answer: C**

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 # 24

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