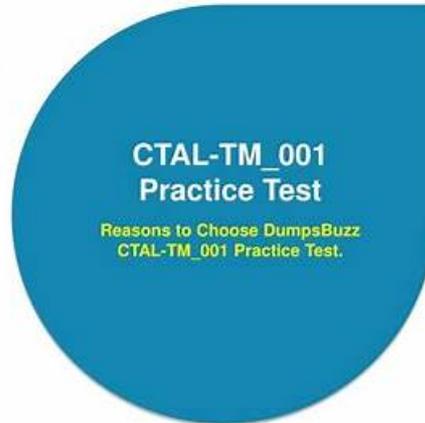


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최신 ISTQB Test Manager Advanced CTAL_TM_001 무료 샘플문제 (Q52-Q57):

질문 # 52

You are a Test Manager on a new project. The software that is being created will be used to control the projectors in movie theaters. This is a time critical project because the software must be released before the Christmas holiday season which has the highest movie attendance of the year.

You have decided to implement a review process for the work products that are a part of this release to save both time and money. In order to expedite the training, you brought in a consultant to train the participants and moderators in proper review processes. Your team is enthusiastic about participating in the reviews.

Your manager is questioning the money you have spent on this training effort. He wants to know how you intend to justify the expense when you present your numbers at the annual budget meeting in February.

What would be a reasonable way for you to justify the cost of the training and the reviews when you present your information at the budget meeting? [3]

- A. Show the defects that were found in the review sessions and show the cost of quality regarding the perfect phase containment for those caught defects.
- B. Explain that the reviews are a way of expanding the knowledge of your people and will motivate them to work harder and faster, thus saving money for the company.
- **C. Calculate the ROI using the difference between the cost of the reviews and the cost of dealing with defect escapes.**
- D. Compare the production defects from the previous project to the production defects from this project and explain the cost benefits due to the defect reduction in production.

정답: C

설명:

The cost of the training and the reviews can be justified by showing the return on investment (ROI) that they generate. ROI is a measure of the profitability of an investment, calculated by dividing the net benefit by the cost¹. The net benefit of the training and the reviews is the difference between the cost of the reviews and the cost of dealing with defect escapes. Defect escapes are defects that are not detected during the review process and are found later in the development or testing phases, or even in production. The cost of dealing with defect escapes includes the cost of rework, testing, debugging, deployment, customer support, and potential loss of reputation or revenue². The cost of the reviews includes the cost of the training, the time spent by the reviewers and moderators, the tools and resources used, and the overheads³. By calculating the ROI, you can demonstrate how much money the training and the reviews have saved or earned for the company, compared to the alternative of not conducting them. Therefore, option D is the correct answer. Option A is incorrect because comparing the production defects from the previous project to the production defects from this project does not account for the cost of the reviews or the cost of dealing with defect escapes in other phases. Option B is incorrect because showing the defects that were found in the review sessions and the cost of quality regarding the perfect phase containment for those caught defects does not account for the cost of the training or the cost of dealing with defect escapes in production. Option C is incorrect because explaining that the reviews are a way of expanding the knowledge of your people and motivating them to work harder and faster is not a quantifiable or verifiable way of justifying the cost of the training and the reviews.

References: 1:

ISTQB Glossary, Return on Investment 2: ISTQB Advanced Level Test Manager Syllabus, Section 2.3.2 3: How to manage formal reviews & management audits? Skills, metrics ...

질문 # 53

Your last project was released three months ago and used a risk-based approach. In production, a number of serious failures in low risk areas have occurred.

What is the most important lesson to be learned from this information? [2]

- A. The project manager should have set stakeholder expectations for serious failures.
- B. The "lessons learned" session should have been conducted prior to deployment.
- **C. A broader cross-functional team should contribute to the risk analysis.**
- D. Future projects should test the lower risk areas first.

정답: C

설명:

The most important lesson to be learned from this information is that a broader cross-functional team should contribute to the risk analysis. This is because the risk analysis is the process of identifying, assessing, and prioritizing the risks that may affect the quality of the system, and allocating testing resources accordingly. A broader cross-functional team can provide different perspectives, expertise, and experience to the risk analysis, and help to identify and evaluate the risks more accurately and comprehensively. This can reduce the likelihood of overlooking or underestimating some risks, and improve the effectiveness and efficiency of the risk-based testing approach. Risk Analysis - ISTQB not-for-profit association References: Certified Tester Advanced Level Test Manager (CTAL-TM) - ISTQB not-for-profit association, ISTQB Test Manager Certification - ISTQB Exams Worldwide - ISTQB Official Registration, Risk Analysis - ISTQB not-for-profit association

질문 # 54

During test process improvement it is recommended to use standards where possible. Standards originate from various sources and they cover different subjects in relation to testing Pick TWO sources of software standards, useful to software testing from the ones mentioned below. 1 credit

- A. IEEE 829 'standard for software test documentation' is an international standard to be following mandatory by all testing origination regardless of lifecycle models.
- B. SY-395-01 'Standard for East Coast Hospital software' is a regional standard adapted from a

national one. Besides hospital software, this standard ought to be used also by other types of software system in the region.

- C. BS-7925-2 'Software testing. Software component testing is a national standard used internationally. It covers a number of testing techniques that may be useful both on component testing level and on system testing level.
- D. ISA 4126-1 'Software engineering- Product quality Part 1: Quality model' is an international standard, that provides a basis on which to define quality assurance solutions.
- E. ISO 9126-1 'Software engineering- Product quality Part 1: Quality model' is an international standard, that provides a basis on which to define quality assurance solutions.

정답: C,E

질문 # 55

Which of the following is NOT a typical key challenge for testing in a RAD based development approach? 1 credit

- A. Project management and control
- B. Time-boxing
- C. No complete requirements specification
- D. Re-usable test scripts for (automated) regression testing

정답: A

설명:

Explanation/Reference:

Explanation:

질문 # 56

What occurs In the retrospective closing?

- A. Everyone shakes hands
- B. The data collection methods are reviewed
- C. The strengths and opportunities for improvement in the retrospectives are discussed
- D. A brainstorming session is held to discuss the solutions to the root causes of the most significant issues

정답: C

설명:

* Purpose of Retrospectives:

* Retrospectives are team meetings aimed at reflecting on the work process to identify what went well (strengths) and areas that can be improved (opportunities).

* This aligns with continuous process improvement practices.

* Evaluation of Options:

* A(Everyone shakes hands) is trivial and not a core activity.

* B(Reviewing data collection methods) may be part of broader discussions but is not the primary focus.

* C is correct because it directly reflects retrospective goals.

* D(Brainstorming solutions) typically occurs in follow-up sessions, not during the retrospective itself.

References and Syllabus Alignment:

* Retrospective practices are emphasized in "Improving the Test Process" (TM-1.5.4) in the syllabus.

질문 # 57

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