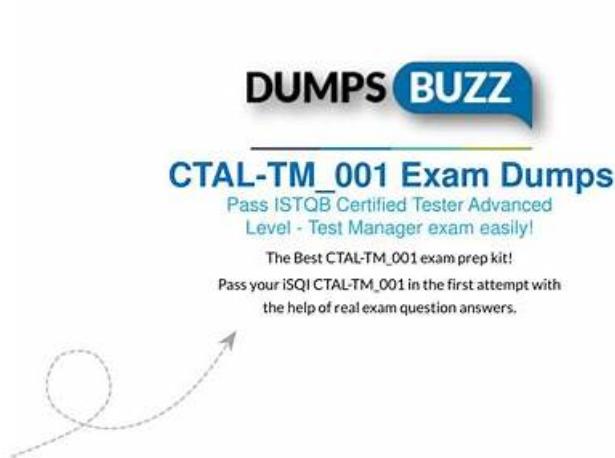


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## ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q213-Q218):

### NEW QUESTION # 213

Which of the following is a typical use of risk analysis? [1]

- A. Determining the design of the tests used to mitigate each identified risk
- B. Deciding what personnel should be assigned to which tests
- **C. Identifying the appropriate depth of testing for each identified risk**
- D. Forecasting the product delivery date

**Answer: C**

Explanation:

Risk analysis is typically used to identify the appropriate depth of testing for each identified risk. This involves assessing the potential impact and likelihood of risks to prioritize testing efforts and ensure that high-risk areas are thoroughly tested.

Reference:

The ISTQB Advanced Level Test Manager syllabus and e-learning materials emphasize the importance of organizing and leading risk identification and risk analysis sessions. The outcomes of these sessions are used for test estimation, planning, monitoring, and control, which includes determining the depth of testing based on the identified risks

**NEW QUESTION # 214**

You have been promoted to Test Manager within your company. Your new manager states that your test team utilized a risk-based test approach for the last release but in production, a number of serious failures in lightly tested areas have occurred.

What would be your first action prior to the start of the next test phase for the next release? [3]

- A. Request functional requirements be prioritized in order of importance to the stakeholder.
- B. Review the production defects and determine if they are valid.
- C. Review the test cases executed from the previous release.
- D. **Ensure you have the correct stakeholders' participation during the risk assessment process**

**Answer: D**

Explanation:

The best action that the Test Manager can take prior to the start of the next test phase for the next release is to ensure that the correct stakeholders' participation during the risk assessment process. This is because the risk assessment process is crucial for identifying and prioritizing the risks that may affect the quality of the system, and allocating testing resources accordingly. The correct stakeholders are those who have the authority, knowledge, and interest in the system and its risks, and who can provide valuable input and feedback to the test team. By involving the correct stakeholders, the Test Manager can ensure that the risk-based test approach is aligned with the project objectives and the stakeholder expectations, and that the most critical areas are tested adequately. 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 # 215**

Which of the following is a valid drawback of independent testing? 1 credit

- A. **Developers loose the sense of responsibility and independent testers may become a bottleneck.**
- B. Independent testers need extra education and always cost more.
- C. Independent testers will become a bottleneck and introduce problems in incident management.
- D. Developer and independent testing will overlap and waste resources.

**Answer: A**

Explanation:

Explanation/Reference:

Explanation:

**NEW QUESTION # 216**

You are managing the testing for a bank card project. The testing was scheduled to take 10 weeks but by the time the software was developed only six weeks were available for testing. Knowing there were a lot of risks with the software your team started testing activities early by overseeing code reviews, defining acceptance criteria by working with the users and by doing all test creation prior to the code arriving. You are now three days away from the go-live date. Your testing has mitigated all the high and medium risk items leaving only the low-risk elements unmitigated by testing. You estimate it will take two weeks to manually test the low-risk elements. At this point what should you do?

- A. **Select one of the low-risk elements and perform depth testing to assess the residual risk**
- B. Automate the testing of the untested elements to ensure they are covered
- C. Block the go-live and start testing the low-risk elements immediately

- D. Transfer the risk of the untested low-risk items to the help desk

**Answer: A**

Explanation:

\* Context Analysis:

\* With limited time, testing all low-risk elements is not feasible. Depth testing on a representative low-risk element helps assess potential residual risk efficiently.

\* Evaluation of Options:

\* A. Automate the testing of the untested elements to ensure they are covered:

\* Incorrect. There isn't enough time to implement automation.

\* B. Block the go-live and start testing the low-risk elements immediately:

\* Incorrect. Blocking the release may not be acceptable if high and medium risks are already mitigated.

\* C. Transfer the risk of the untested low-risk items to the help desk:

\* Incorrect. While a potential fallback, it doesn't address residual risk proactively.

\* D. Select one of the low-risk elements and perform depth testing to assess the residual risk:

\* Correct. This provides quick insights into potential risks and helps make an informed go/no- go decision.

\* Syllabus Alignment:

\* ISTQB emphasizes prioritizing risk mitigation through targeted testing (TM-1.3.4).

References:

ISTQB Advanced Level Test Management Syllabus (TM-1.3.4)

**NEW QUESTION # 217**

You are the Test Manager on a new project. The schedule is aggressive and will require the team to work at peak efficiency. The requirements are not well defined yet, but it is clear that the project will be using new technologies. To help the developers meet the development schedule, an offshore group will be added to the development team

At this time there is not enough budget to add more testing resources. The project stakeholders are very concerned about the quality of the delivered product and will be watching the project closely, particularly during the testing cycles. The exit criteria from the system test level require no open high priority/severity defects, 100% pass rate for all test cases covering risks that are classified as "high" or "very high", 95% pass rate for all "medium" risks and 75% pass rate for all "low" and "very low" risks.

Given this information, which of the activities of the standard test process are the most critical for the Test Manager to perform? [3]

- A. Test monitoring and control
- B. Requirements reviews
- C. Project management, particularly regarding scheduling and budgeting
- D. Test execution

**Answer: A**

Explanation:

The most critical activity of the standard test process for the Test Manager to perform in this scenario is test monitoring and control. This is because test monitoring and control involves measuring and evaluating the test progress, quality, and risks, and taking corrective actions when necessary. Given the aggressive schedule, the unclear requirements, the new technologies, the offshore development team, the limited testing resources, and the high stakeholder expectations, the Test Manager needs to closely monitor and control the testing activities to ensure that the test objectives and exit criteria are met, and that any deviations or issues are identified and resolved in a timely manner. Test Monitoring and Control - 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, Test Monitoring and Control - ISTQB not-for-profit association

**NEW QUESTION # 218**

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