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BCS TM3 Exam Syllabus Topics:

Topic	Details

Topic 1	• 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.
Topic 2	• 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	• 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.

BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q13-Q18):

NEW QUESTION # 13
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. Planning poker
- B. Estimation based on ratios
- C. Extrapolation
- D. Wide-band Delphi

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus describesratio-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.
Extrapolationrequires comparable historical test data for this context.
Wide-band Delphiis useful when data is scarce and expert consensus is needed.
Planning pokeris typically used by Agile development teams to size user stories, not for contracting UAT with a third party.

NEW QUESTION # 14
Assume you are a test manager of a project that develops software in the medical domain. You are responsible for analysing the organisational test strategy and the project context to choose the appropriate test approach.
You consider the following factors:
Detailed requirements of high quality are available
Parts of the software to be developed are expected to be safety critical Internal audits and an external audit by a government agency are expected to take place, as such traceability and evidence are important elements for the test approach A release date has been defined, and a marketing campaign has already been scheduled The project works according to the sequential V-model lifecycle The

independent test team has a lot of domain knowledge but has also been trained and has experience in using test design techniques Which of the following test approaches would be most appropriate for this project?

- A. Use Acceptance Test-Driven Development (ATDD) as a way to implement shift-left, and use test automation in addition to enhance product quality
- B. Define acceptance criteria for each of the requirements and implement definition-of-done criteria to drive testing
- C. Risk-based testing to identify the most critical features and use a methodical approach to testing, e.g., more formal test design techniques to drive testing and ensure traceability
- D. Experience-based testing, e.g., exploratory testing, to make maximum use of the domain knowledge of the testers

Answer: C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
In regulated, safety-critical domains with audits and strong traceability requirements, the syllabus emphasizes defining amethodical, documented test approachwithin test planning, includingselection of formal test design techniquesandrisk-based testingto focus effort on the most critical features. These elements are explicitly tied toV-modelcontexts, where traceability from requirements through test conditions and cases is expected, and evidence is essential for internal and external audits (CTAL-TM v3.0 Syllabus - Chapter 3, Test Planning; and Chapter 4, Risk-Based Testing and effort allocation).
Option B aligns with these needs: applyingrisk-based testingto prioritize safety-critical functions and usingformal techniquesto producetraceable, auditabletest assets.
Options A and D are practices typically associated with agile/ATDD and "definition of done," which do not best fit asequential V-modelcontext. Option C (experience-based) may complement but isinsufficientas the primary approach wheretraceability and auditabilityare key.
(References: CTAL-TM v3.0 Syllabus - Chapter 3 "Test Planning, Monitoring, and Control" - defining the test approach and selecting test design techniques; Chapter 4 "Risk-Based Testing and Other Approaches for Test Prioritization and Effort Allocation" - prioritizing safety-critical areas; material on traceability/audit expectations in regulated contexts.)

NEW QUESTION # 15
Assume that you have calculated the following costs of quality:
Average cost of detection: €350
Average cost of internal failure: €250
Average cost of external failure: €4,500
The average costs of detection and internal failure are calculated using the number of defects found prior to release, while the average cost of external failure is calculated using the number of defects found after release.
What is the saving in cost of quality for each defect found in testing?

- A. €4,400
- B. €5,100
- C. €4,600
- D. €3,900

Answer: D

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus explains thecost of quality (CoQ)perspective for testing and distinguishes betweenpre-release costs(e.g., detection/appraisal andinternal failurecosts) andpost-release costs(external failurecosts). When a defect is foundduring testing, you incur detection and internal failure costs; if it escapes to production, you incur the (typically much higher) external failure cost.
Thesaving per defect found in testingis calculated as:
External failure # (Detection + Internal failure)=€4,500 # (€350 + €250) = €4,500 # €600 = €3,900.
This aligns with the syllabus guidance to quantify testing's economic value by comparing avoided external failure costs with the costs of detecting and fixing defects before release (CoQ view).

NEW QUESTION # 16
A company that sells an established capture-replay execution tool is adding a test management tool. Same team, same technology, incremental development (V-model per increment), known first-year features; later features driven by customer demand.

Which two of the following factors are most likely to influence the estimation technique that would be selected in this scenario?

- A. Estimation error
- B. Knowledge in modelling
- C. Expert availability
- D. Time constraints
- E. Data availability

Answer: C,E

Explanation:
According to theISTQB Certified Tester Advanced Level - Test Manager v3.0 Syllabus (Chapter 3: Test Planning, Monitoring, and Control), the choice oftest estimation techniquedepends on several influencing factors, including data availability, expert availability, and knowledge of historical information or models.
"The selection of a suitable estimation approach (metrics-based or expert-based) depends on factors such as the availability of relevant historical data, the availability of experts with appropriate experience, the time available to perform estimation, and the knowledge of applicable models." (ISTQB CTAL-TM v3.0 Syllabus, Chapter 3 - Test Planning, Section: Test Estimation) Analysis for this scenario:
* The organization isadding a test management toolto anexisting productusing thesame team and technology- implyingavailability of previous project datafrom similar development work.#Data availability(B) is a significant factor, enabling the use ofmetrics-based estimation.
* Thesame experienced teamis working on the project, meaningdomain and technical expertsare available.#Expert availability(C) also influences estimation and may support anexpert-based estimationapproach for new, customer-driven increments.
Therefore, the combination ofdata availability (B)andexpert availability (C)most strongly influences the estimation technique to be applied in this scenario.
Why the Other Options Are Incorrect:
* A. Estimation error- This is a result of estimation, not a factor influencing the choice of estimation technique.
* D. Knowledge in modelling- While useful, modelling is not central to this specific context because data and experts are readily available.
* E. Time constraints- Not highlighted as a limiting factor in this scenario; estimation can be planned adequately given the context.
References (from ISTQB Certified Tester Advanced Level - Test Manager v3.0 Syllabus):
* Chapter 3: Test Planning, Monitoring, and Control
* Section:Test Estimation
* Lists influencing factors for selecting estimation techniques:availability of historical data, expert knowledge, applicable models, and time available for estimation.

NEW QUESTION # 17
Which of the following is a generic good practice in adopting and rolling out of a new test tool?

- A. Consider the pros and cons of the various licensing models
- B. Understand how the tool can technically and organisationally be integrated into the software development lifecycle
- C. Identify opportunities for process improvement supported by the tool
- D. Define guidelines for the use of the tool

Answer: D

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus onTest Tool and Automationlistsgood practices for tool adoption and rollout, including establishingusage guidelines/standardsso teams apply the tool consistently, effectively, and in alignment with the defined process and objectives.
WhileBandCare also sensible activities in a broader adoption plan, thegeneric, universally applicable good practiceemphasized in ISTQB materials is todefine and communicate clear guidelines for tool use(roles, workflows, conventions, quality gates), backed by training and a measured rollout.D(licensing considerations) is a procurement detail and not a core "generic" practice highlighted for successful rollout.
Relevant syllabus areas:Test Tool and Automation-Tool selection, introduction, and successful deployment practices(guidelines, training, pilot, measured rollout, integration with process).

NEW QUESTION # 18

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