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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q204-Q209):

NEW QUESTION # 204

You have assembled the following cost of quality numbers 1 000 defects were found prior to release and 100 were found after.

Average Cost	Amount	# of Defects	Total Cost
Defect prevention	$50,000	N/A	$50,000
Appraisal	$250	1,000	$250,000
Internal failure	$200	1,000	$200,000
External failure	$2,000	100	$200,000

Given this information what should you conclude?

- A. The cost of testing is high and could probably be lowered by spending more money on defect prevention
- B. More testing was needed before the production release because the defect detection percentage (DDP) was below 90%
- C. The cost of testing is just right and is justified by the numbers
- D. More effort should be put on appraisal to help lower the cost of quality

Answer: A

Explanation:
Cost of Quality Analysis:
The given table lists costs for defect prevention, appraisal, internal failure, and external failure.
Defect prevention cost is $50,000, while costs for appraisal, internal failures, and external failures are $250,000, $200,000, and $200,000, respectively.
The combined cost of internal and external failures is significantly high compared to defect prevention costs.
Defect Detection and Prevention (DDP):
DDP measures the effectiveness of defect prevention activities and early detection mechanisms.
In this case, 1,000 defects were caught before release (appraisal) and 100 defects escaped to production.
DDP = (Defects found before release / Total defects) = 1000 / (1000 + 100) = 90.91%.
While this DDP is relatively high, the costs of appraisal and failures indicate that prevention strategies need more investment.
Key Cost Drivers:
High internal and external failure costs indicate inefficiencies in earlier stages of quality assurance.
Shifting investments from appraisal and failure costs towards defect prevention would reduce the overall cost of quality.
Evaluating Options:
Option A ("More testing needed because DDP < 90%") is invalid since DDP is above 90%.
Option C ("The cost of testing is justified") does not address the imbalance between high failure costs and low prevention spending.
Option D ("More effort on appraisal") contradicts the cost-benefit focus of investing in prevention.
Option B is correct because enhancing defect prevention strategies will reduce downstream costs.
Reference and Syllabus Alignment:
This conclusion aligns with the ISTQB Advanced Test Management syllabus section on "Cost of Quality" and strategies to optimize testing investments. Specifically, prevention is emphasized as more cost-effective than appraisal and failure management.

NEW QUESTION # 205

In addition to introducing the new team member, you have decided to raise motivation. Which of the measures listed below would be the best measure to take in order to increase the motivation of the team? 2 credits

- A. Organize a meeting with senior management in which they address the importance of good testing for this project
- B. Provide more time for testing in the schedule
- C. Introduce entry criteria to the testing phase
- D. Allow people to take some time off

Answer: A

NEW QUESTION # 206

Which test management control option is most appropriate to adopt under these circumstances? 2 credits

- A. Arrange a meeting with the user community representatives to discuss the user interface.
- B. Introduce mandatory evening and weekend working to retrieve the 3 week slippage.
- C. Reconsider the exit criteria and review the test plan in the context of the current situation.
- D. Advise the user community regarding the reduced scope of requirements and the additional incremental delivery.

Answer: C

NEW QUESTION # 207

You have just joined a medium-sized company as a senior Test Manager. You would like to take a more proactive approach to process improvement than this company has done in the past. The company uses the V-model as its software development lifecycle. The list below shows five items that are not currently captured on defect reports from dynamic testing.

Which TWO of these items will be MOST useful for identifying potential test process improvements?

- A. The type of the defect, from a defect taxonomy
- B. The risks involved in fixing the defect
- C. The lifecycle activity in which the defect was created
- D. The component or subsystem in which the defect was found
- E. The level of testing which found the defect

Answer: A,C

Explanation:
* B (Type from taxonomy): Helps identify defect patterns (e.g., design vs. coding errors) for process targeting.
* E (Lifecycle activity): Knowing when a defect was introduced enables root cause analysis and preventive actions.
"Defect classification and root cause analysis provide input to process improvement by identifying where and why defects are introduced."
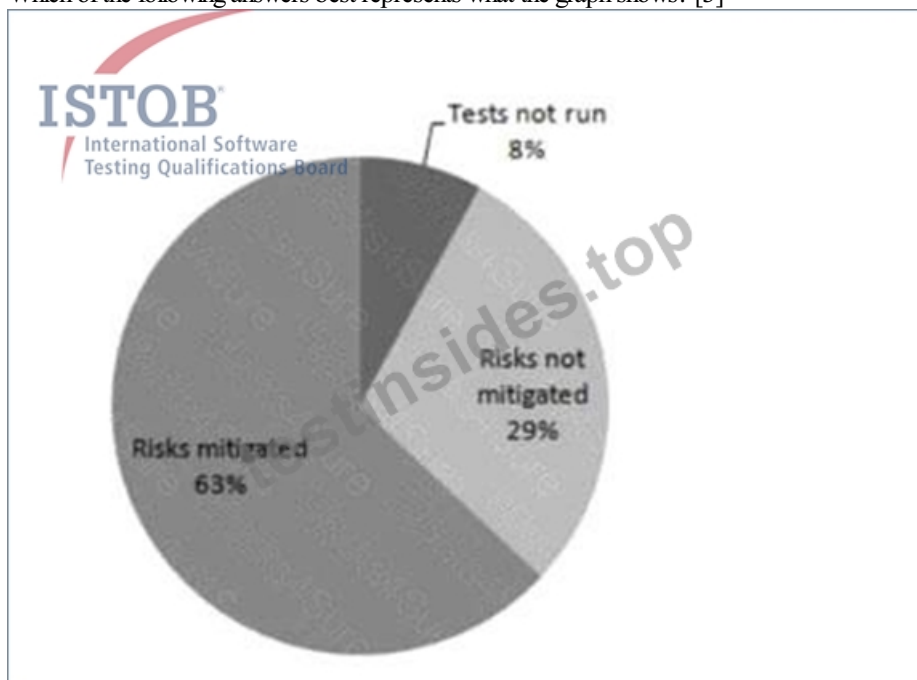-ISTQB CTFL Syllabus 2018, Section 5.6
These two attributes are directly aligned with structured test process improvement efforts.

NEW QUESTION # 208

You are the Test Manager of a risk-based testing effort. You develop the following graph to show residual risk. Assume that "Risks mitigated" represents passed tests and "Risks not mitigated" represents failed tests and other discovered failures.

Which of the following answers best represents what the graph shows? [3]

- A. Project is on schedule based on total number of test cases executed
- B. Project is at risk due to the number of failed tests
- C. Project is behind schedule based on bug fix rate

- D. Project is ahead of schedule due to number of risks addressed

Answer: B

Explanation:
The graph indicates that a significant portion of risks, 29%, have not been mitigated, which suggests that these are either failed tests or other discovered failures. This level of unmitigated risk puts the project at risk, as it implies that there are still substantial issues that need to be addressed.
References:The ISTQB Advanced Level Test Manager documents outline the importance of risk-based testing and the interpretation of residual risk graphs. These graphs are used to communicate the current status of risk mitigation efforts in the project, and a high percentage of unmitigated risks is a clear indicator of potential problems1.

NEW QUESTION # 209

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