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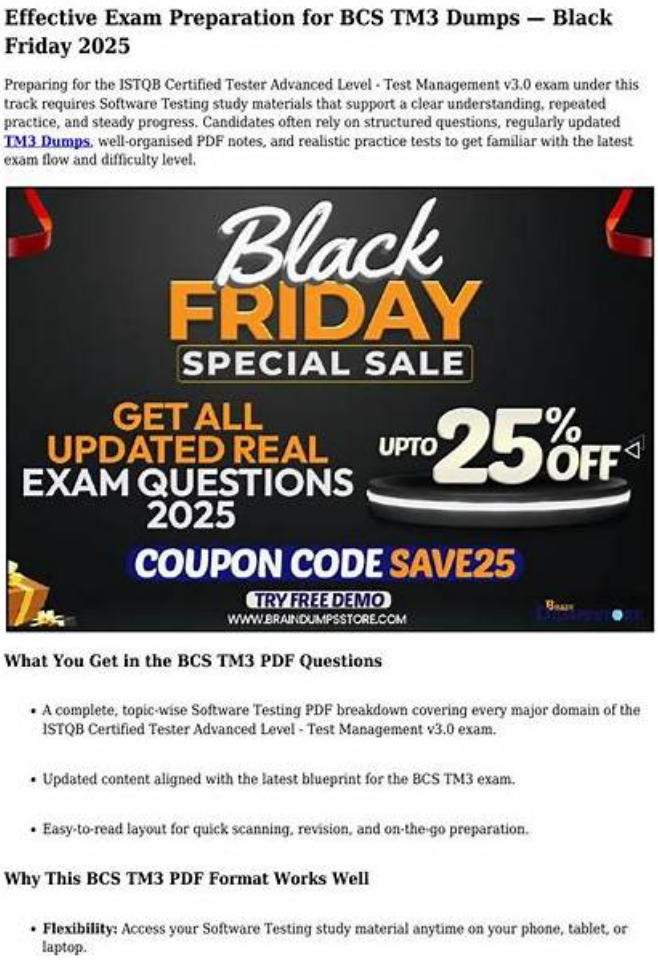

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BCS TM3 Exam Syllabus Topics:

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 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.
Topic 3	• 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.

BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q12-Q17):

NEW QUESTION # 12
Management is sceptical regarding the budget request (€25,000) for the next testing project. You are asked for a cost-benefit calculation. Based on historical data from several projects, you have come up with the following numbers:
Average prevention cost per defect: €200
Average cost of detection per defect: €400
Average cost of internal failure: €150
Average cost of external failure: €2,500
Expected number of defects to be found in this project during testing: 50 What is the result for the expected cost-benefit calculation for the upcoming project?

- A. €62,500
- B. €92,500
- C. €87,500
- D. €72,500

Answer: C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
Per the syllabus, when building abusiness caseusing thecost of qualitymodel, compare theavoided external failure costswith thesum of relevant pre-release costs(prevention, detection/appraisal, and internal failure). For
50 expected defects found in testing:

Avoided external failure cost= 50 × €2,500 =€125,000
Pre-release costsper defect = €200 (prevention) + €400 (detection) + €150 (internal failure) =€750 Total pre-release costs= 50 × €750 =€37,500 Net benefit (cost-benefit)= €125,000 # €37,500 =€87,500 This computation follows the syllabus' guidance to quantify bothcosts(prevention, detection, internal failure) andbenefits(external failures avoided) to demonstrate the economic value of testing.

NEW QUESTION # 13
Which one of the following metrics is primarily used to measure the achievement of a test objective and reported in a test completion report?

- A. Accumulated number of resolved defects versus accumulated number of defects
- B. Number of automated test cases versus planned automated test cases
- C. Actual versus planned estimation (in hours) for testing activities
- D. Code coverage

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus explains thattest objectivesare agreed during planning andachievement against these objectivesis assessed and reported intest completion. A common objective is toautomate a defined proportion of tests; the metric "number of automated test cases versus planned automated test cases" directly measures the degree to which thatobjectivewas achieved and is reported in completion.
A (code coverage)andC (defect trends)are valuable but are not inherently tied to a specificstated objectiveunless such a target was set (e.g., 80% branch coverage).
Bis amonitoringmetric (variance to plan) rather than a direct measure ofobjective achievement.(Reference:
CTAL-TM v3.0 -Test Planning, Monitoring, and ControlandTesting Process (Test Completion): defining measurable test objectives; reporting objective achievement in the test summary/completion report.)

NEW QUESTION # 14
Management is sceptical regarding the budget request (€25,000) for the next testing project. You are asked for a cost-benefit calculation. Based on historical data from several projects, you have the following numbers:
Average prevention cost per defect: €200
Average cost of detection per defect: €400
Average cost of internal failure: €150
Average cost of external failure: €2,500
Expected number of defects to be found in this project during testing: 50 What is the result for the expected cost-benefit calculation for the upcoming project?

- A. €62,500
- B. €92,500
- C. €87,500
- D. €72,500

Answer: C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
Using thecost of qualityperspective in the syllabus, compute the savings from moving defects fromexternal failuretointernal discovery(prevention + appraisal + internal failure).
Internal discovery cost per defect:€200 + €400 + €150 = €750.
External failure cost per defect:€2,500.
Net saving per defect moved inside:€2,500 # €750 = €1,750.
For50defects:€1,750 × 50 = €87,500#answer: €87,500.The syllabus directs test managers to articulate testing' s value by quantifyingavoided external failure costsagainstprevention, detection, and internal failure costs, supporting investment decisions and demonstrating ROI for testing initiatives (Chapter: Test Management in the Organization - economics/cost of quality; business case and benefit evaluation).

NEW QUESTION # 15
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. 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
- B. Define acceptance criteria for each of the requirements and implement definition-of-done criteria to drive testing
- C. Use Acceptance Test-Driven Development (ATDD) as a way to implement shift-left, and use test automation in addition to enhance product quality
- D. Experience-based testing, e.g., exploratory testing, to make maximum use of the domain knowledge of the testers

Answer: A

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 # 16
Study the following characteristics:
Avoid re-inventing the wheel
Pool on experiences from earlier projects
They prompt thought in areas that are sometimes forgotten
Often used when compliance to specific standards is relevant
To which risk identification technique do these characteristics relate?

- A. Retrospectives
- B. Brainstorming
- C. Risk Workshops
- D. Checklists

Answer: D

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
In the CTAL-TM v3.0 syllabus (Chapter on Risk-Based Testing), checklists are described as a reusable aid for identifying risks based on prior knowledge and experience. They help ensure important areas are not overlooked and are frequently used in contexts where compliance with standards is required. These characteristics match the question's bullets exactly (re-use/experience, prompting memory of commonly missed areas, and standards alignment).

Reference: ISTQB CTAL-TM v3.0 Syllabus, Chapter 4 (Risk-Based Testing) - section describingrisk identification techniquesincludingchecklists(purpose, reuse of prior experience, prompting thorough coverage, applicability for standards/compliance).

NEW QUESTION # 17

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