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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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.

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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q25-Q30):

NEW QUESTION # 25

For which type of testing would a test manager be involved with establishing benchmarks?

- A. Functional Testing
- **B. Non-Functional Testing**
- C. Testing Black-box
- D. White-box Testing

Answer: B

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

Within Test Planning (Chapter: Test Planning, Monitoring, and Control), the syllabus describes that the test manager defines the test approach for non-functional quality characteristics (e.g., performance, load, scalability, reliability). For these, the test manager off-sets or references benchmarks/baselines and success criteria (e.g., response-time thresholds, throughput targets) to evaluate system behavior under specified conditions. Establishing and using benchmarks is a hallmark of non-functional testing, particularly performance testing.

(Reference: CTAL-TM v3.0 Syllabus - Chapter "Test Planning, Monitoring, and Control", subsections on defining the test approach for non-functional testing and specifying success criteria/benchmarks.)

NEW QUESTION # 26

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. Extrapolation
- B. Planning poker
- **C. Estimation based on ratios**
- D. Wide-band Delphi

Answer: C

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

The syllabus describes ratio-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.

Extrapolation requires comparable historical test data for this context.

Wide-band Delphi is useful when data is scarce and expert consensus is needed.

Planning poker is typically used by Agile development teams to size user stories, not for contracting UAT with a third party.

NEW QUESTION # 27

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

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

Per the syllabus, when building a business case using the cost of quality model, compare the avoided external failure costs with the sum of relevant pre-release costs (prevention, detection/appraisal, and internal failure). For

50 expected defects found in testing:

Avoided external failure cost = $50 \times €2,500 = €125,000$

Pre-release cost per defect = €200 (prevention) + €400 (detection) + €150 (internal failure) = €750 Total pre-release costs = $50 \times$

$€750 = €37,500$ Net benefit (cost-benefit) = $€125,000 - €37,500 = €87,500$ This computation follows the syllabus' guidance to quantify both costs (prevention, detection, internal failure) and benefits (external failures avoided) to demonstrate the economic value of testing.

NEW QUESTION # 28

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

Answer: A,C

Explanation:

According to the ISTQB Certified Tester Advanced Level - Test Manager v3.0 Syllabus (Chapter 3: Test Planning, Monitoring, and Control), the choice of test estimation technique depends 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 is adding a test management tool to an existing product using the same team and technology - implying availability of previous project data from similar development work. #Data availability (B) is a significant factor, enabling the use of metrics-based estimation.

* The same experienced team is working on the project, meaning domain and technical experts are available. #Expert availability (C) also influences estimation and may support an expert-based estimation approach for new, customer-driven increments.

Therefore, the combination of data availability (B) and expert 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 # 29

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. Define acceptance criteria for each of the requirements and implement definition-of-done criteria to drive testing
- B. Use Acceptance Test-Driven Development (ATDD) as a way to implement shift-left, and use test automation in addition to enhance product quality
- 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 a methodical, documented test approach within test planning, including selection of formal test design techniques and risk-based testing to focus effort on the most critical features. These elements are explicitly tied to V-model contexts, 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: applying risk-based testing to prioritize safety-critical functions and using formal techniques to produce traceable, auditable test assets.

Options A and D are practices typically associated with agile/ATDD and "definition of done," which do not best fit a sequential V-model context. Option C (experience-based) may complement but is insufficient as the primary approach where traceability and auditability are 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 # 30

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