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BCS TM3 Exam Syllabus Topics:

Topic	Details

Topic 1	<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 2	<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 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.

BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q52-Q57):

NEW QUESTION # 52

You are a test manager in charge of integration, system, and acceptance testing for a bank. You are working on a project to upgrade an existing ATM to allow customers to obtain cash advances from supported credit cards. The system should allow cash advances from €20 to €500 (both inclusive) for all supported credit cards. The supported credit cards are American Express, VISA, Eurocard, and Mastercard. The system should be easy to use for all users, including new users.

In the master test plan, the following items are listed in the section named "items and/or features to be tested":

- I. All supported credit cards
- II. Language localisation
- III. Valid and invalid advances
- IV. Usability

Assume that the project has now been completed, and the ATM system has been in use for just over two months. You are planning a retrospective meeting for the testing work performed.

Which of the following areas is most likely to be considered in this retrospective?

- A. Operational defects occurred during the first two months of production
- B. The requirements engineering process
- C. Documenting the final and open defect list
- D. Comparing actual tests completed versus estimated number of tests

Answer: A

Explanation:

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

In the Testing Process (Test Completion and improvement), the syllabus directs the test manager to use production and operational feedback (including defects found in live operation) as key inputs to lessons learned and test process improvement. A retrospective held after two months in production would specifically examine operational defect data to evaluate test effectiveness, coverage, and the adequacy of acceptance criteria and non-functional aspects (e.g., usability, localization).

Option B (final/open defect list) is part of test completion deliverables at project close, not the primary new focus of a post-deployment retrospective.

Option C (requirements engineering process) may be discussed, but the most directly relevant and new evidence for improvement after release is operational defects.

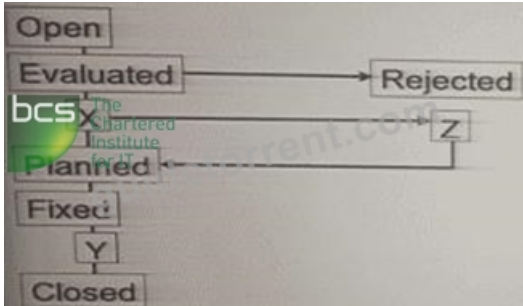
Option D (planned vs. executed tests) is a monitoring/control activity during the project; it can inform improvement, but live defect

trends are the principal post-release focus. Relevant syllabus areas: Testing Process-Test Completion (lessons learned; inputs from production and operations to improve future test planning and approach).

NEW QUESTION # 53

The diagram below shows an incomplete defect management process, where three states (states X, Y and Z) have yet to be named appropriately.

Which of the following labels would correctly complete the process?



- A. X: Accepted, Y: Reviewed, Z: Duplicate.
- B. X: In Progress, Y: Verified, Z: Terminated.
- C. X: Approved, Y: Reviewed, Z: Deferred.
- **D. X: Accepted, Y: Tested, Z: Deferred.**

Answer: D

Explanation:

According to the ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus (Chapter 2: Test Management in the Organization), the defect management process defines how defects are handled from discovery to closure, ensuring traceability and communication between testing and development.

"The defect management process defines the states a defect may have during its lifetime, including identification, evaluation, correction, re-testing (confirmation testing), and closure." (ISTQB CTAL-TM v3.0 Syllabus, Chapter 2 - Defect Management Process) In the standard ISTQB defect workflow:

After evaluation, a defect can either be:

Rejected (e.g., not a defect, duplicate, or out of scope), or

Accepted (X) - meaning it is confirmed as a valid defect and will be corrected.

Once accepted, the defect is planned for correction and fixed by development.

After being fixed, it must be tested (Y) - also referred to as confirmation testing or retesting.

Some evaluated defects may be deferred (Z) - postponed for future releases.

Thus, the correct states are:

X = Accepted (defect confirmed as valid and correction planned)

Y = Tested (confirmation testing after the fix)

Z = Deferred (postponed correction)

This sequence aligns directly with the ISTQB-defined defect management lifecycle, which includes transitions between open, evaluated, accepted (planned/fixed/tested), and closed, as well as possible rejected or deferred branches.

References (from ISTQB Certified Tester Advanced Level - Test Manager v3.0 Syllabus):

Chapter 2: Test Management in the Organization

Section: Defect Management Process

Describes the defect states, including open, evaluated, accepted, planned, fixed, tested (retested), closed, and alternate states such as rejected or deferred.

NEW QUESTION # 54

Which of the following statements about test management activities for an iterative development model is false?

- A. Roles are integrated; facilitator or coach typically replace the traditional test manager.
- **B. Reporting is done at project milestones.**
- C. The test approach is embedded within iterations, with a focus on adaptability and feedback.
- D. With testware the focus is on acceptance criteria and definition of done. The level of documentation is minimal.

Answer: B

Explanation:

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

In iterative/Agile contexts (Chapter: Test Management in the Organization), the syllabus emphasizes:

A: Testware tends to be lean; focus is on acceptance criteria and the Definition of Done; documentation is often minimal but sufficient.

B: The test approach is integrated within iterations, emphasizing adaptability, continuous feedback, and close collaboration.

D: Traditional, centralized "test manager" roles are often evolved or distributed; responsibilities may be shared across the team, with a facilitator/coach (e.g., Scrum Master/Agile coach) supporting quality practices.

C is false because in iterative models reporting is continuous and occurs every iteration (e.g., sprint reviews, daily information radiators), not only at traditional project milestones typical of sequential models. (Reference:

CTAL-TM v3.0 Syllabus - Chapter "Test Management in the Organization", sections on Agile/iterative test management, roles, minimal documentation, and iterative reporting.)

NEW QUESTION # 55

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

Answer: B

Explanation:

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

Using the cost of quality perspective in the syllabus, compute the savings from moving defects from external failure to internal 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.

For 50 defects: €1,750 × 50 = €87,500 # answer: €87,500. The syllabus directs test managers to articulate testing's value by quantifying avoided external failure costs against prevention, 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 # 56

You are a test manager in charge of integration, system, and user acceptance testing for a bank. You are working on a project to upgrade an existing ATM to allow customers to obtain cash advances from supported credit cards.

The system should allow cash advances from €20 to €500 (both inclusive) for all supported credit cards. The supported credit cards are American Express, VISA, Eurocard, and Mastercard. The system should be easy to use for all users, including new users. The organisation is currently in a transition to Agile and already well on its way.

In the test plan, the following items are listed under the heading "Items and features to be tested":

All supported credit cards

Language localisation

Valid and invalid advance

Usability

Response time

Which of the following topics would be most important for you to address in detail in the test plan?

- A. An approach to regression testing

- B. A list of acceptance criteria for each of the user stories
- C. A set of logical test cases
- D. Detailed entry and exit criteria per test level

Answer: D

Explanation:

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

According to the ISTQB CTAL-TM v3.0 Syllabus, Chapter 3 - Test Planning, Monitoring, and Control, one of the main tasks of test planning is to define and document test completion criteria and test level entry criteria as part of the test plan.

"The test plan shall include the entry and exit criteria for each test level, including the conditions that must be met to start and finish testing activities at that level." (ISTQB CTAL-TM v3.0 Syllabus, Chapter 3: Test Planning activities) The test plan provides the structure for managing multiple test levels such as integration, system, and user acceptance tests. Since this question context explicitly mentions several test levels, the most critical aspect to document in detail is the entry and exit criteria per test level, ensuring clarity on when each test level starts and completes, and what constitutes sufficient testing for release or transition.

Why the other options are incorrect:

A). An approach to regression testing- While important, regression strategy typically belongs to the test approach section, not the detailed planning of multi-level testing criteria.

B). A list of acceptance criteria for each of the user stories- This belongs to Agile acceptance test documentation, not the formal test plan for multiple test levels (integration, system, UAT).

D). A set of logical test cases- Test cases are outputs of test design, not part of the test plan document.

References:

ISTQB Certified Tester Advanced Level - Test Manager Syllabus v3.0

Chapter 3: Test Planning, Monitoring, and Control

Section: Test Planning Tasks

Subsection: Define test completion criteria (exit criteria) and entry criteria for each test level Table of contents and body text referring to "items and features to be tested", "entry and exit criteria", and

"content of the test plan".

NEW QUESTION # 57

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