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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q163-Q168):

NEW QUESTION # 163

Your last project was released three months ago and used a risk-based approach. In production, a number of serious failures in low risk areas have occurred.

What is the most important lesson to be learned from this information? [2]

- A. The project manager should have set stakeholder expectations for serious failures.
- B. Future projects should test the lower risk areas first.
- C. The "lessons learned" session should have been conducted prior to deployment.
- **D. A broader cross-functional team should contribute to the risk analysis.**

Answer: D

Explanation:

The most important lesson to be learned from this information is that a broader cross-functional team should contribute to the risk analysis. This is because the risk analysis is the process of identifying, assessing, and prioritizing the risks that may affect the quality of the system, and allocating testing resources accordingly. A broader cross-functional team can provide different perspectives, expertise, and experience to the risk analysis, and help to identify and evaluate the risks more accurately and comprehensively. This can reduce the likelihood of overlooking or underestimating some risks, and improve the effectiveness and efficiency of the risk-based testing approach. Risk Analysis - ISTQB not-for-profit association Reference: Certified Tester Advanced Level Test Manager (CTAL-TM) - ISTQB not-for-profit association, ISTQB Test Manager Certification - ISTQB Exams Worldwide - ISTQB Official Registration, Risk Analysis - ISTQB not-for-profit association

NEW QUESTION # 164

Your organisation, a high-street bank, is to embark on a project that delivers a major update to the design of its website and also involves functional and performance improvement changes to its backend core banking engine. It has traditionally used the V-model software development lifecycle to deliver its projects but has now decided to start migrating to Agile (SCRUM). However, after considering the organisation's current processes and skills plus the importance of the project, senior management has decided to continue to use the V-model approach for the backend core banking engine changes. For the same reasons, they have decided to implement a hybrid model for the website updates. The website updates will begin with a traditional requirement definition phase and will then transition to an Agile (SCRUM) approach for development and testing. The organisation's test policy mandates that all tests must be fully traceable to business requirements to satisfy the regular audits that take place in the banking sector. Which TWO test management activities would be MOST appropriate for the new project?

- A. Plan exploratory testing on all of the new website features but use formal scripting for the banking engine
- **B. Ensure there is a continual review of test progress with regular test monitoring and reporting across the whole project**
- C. Avoid distinct test phases and ensure testing is continuous and integrated across the whole project
- **D. Ask the business to identify and analyse all product risks, then ensure testing contributes to risk mitigation strategies**
- E. Select tools for test automation and continuous integration for the website changes

Answer: B,D

Explanation:

This hybrid approach necessitates risk-based test planning and continuous monitoring, especially with traceability required for audits. "One of the key responsibilities of the Test Manager is to ensure test activities support risk mitigation and ensure regular monitoring aligned to regulatory compliance." (Source: ISTQB Advanced Level Test Manager Syllabus 2012, Sections 1.5, 2.3.1 and 5.2) Thus, B and D best align with the test management goals for this hybrid project.

NEW QUESTION # 165

You are working on a project where the business part of the organization works traditionally with defined requirements, but the development team follows an Agile model. Neither team plans to change their approach. What is the proper name for this type of project approach?

- A. Sequential
- B. Hybrid as a transition to Agile
- C. Agile
- **D. Hybrid as fit for purpose**

Answer: D

Explanation:

Context Analysis:

The project described has teams using different methodologies (traditional vs. Agile) tailored to their needs.

The "fit for purpose" hybrid approach is explicitly designed to combine methodologies based on team and project requirements.

Evaluation of Options:

A. Sequential:

Incorrect. A sequential approach suggests a traditional waterfall-like model, not a hybrid.

B. Hybrid as a transition to Agile:

Incorrect. This term implies the entire project is transitioning to Agile, which is not the case here.

C. Agile:

Incorrect. Only the development team is Agile; the business team uses a traditional approach.

D. Hybrid as fit for purpose:

Correct. Combines the most effective aspects of both traditional and Agile methodologies to suit the project context.

Syllabus Alignment:

ISTQB defines hybrid models as combinations of methodologies tailored to specific project needs (TM-1.2.4).

Reference:

ISTQB Advanced Level Test Management Syllabus (TM-1.2.4)

NEW QUESTION # 166

Which of the following is likely to occur if reviewers do not have an adequate level of technical knowledge?

[1]

- A. The review will be shorter because any technical aspect can be skipped.
- B. There will be no impact as long as they have sufficient business knowledge.
- C. There will be no impact as long as they have sufficient process knowledge.
- D. The review is likely to be less efficient.

Answer: D

Explanation:

If reviewers do not have an adequate level of technical knowledge, they may not be able to identify and describe anomalies in the product or project under review¹. They may also not be able to provide constructive feedback or suggestions for improvement². This can result in a less efficient review, as the review objectives may not be met, the review process may take longer, or the review outcome may be of lower quality³.

Therefore, option C is the correct answer. Option A is incorrect because having sufficient business knowledge is not enough to perform a technical review, as business knowledge does not cover the technical aspects of the product or project⁴. Option B is incorrect because having sufficient process knowledge is not enough to perform a technical review, as process knowledge does not cover the technical aspects of the product or project⁴. Option D is incorrect because skipping any technical aspect can compromise the quality and completeness of the review, and may lead to defects or risks in the product or project⁵. References: 1:

ISTQB Glossary, Reviewer 2: ISTQB Advanced Level Test Manager Syllabus, Section 2.2.2 3: ISTQB Advanced Level Test Manager Syllabus, Section 2.2.3 4: ISTQB Advanced Level Test Manager Syllabus, Section 2.3.1 5: ISTQB Advanced Level Test Manager Syllabus, Section 2.3.2

NEW QUESTION # 167

Your manager has decided that your team of manual testers should all become test automation engineers. Your team is much stronger in analysis than in technical testing so you are concerned about their ability to adapt.

What tool capabilities could help with this transition?

- A. Good reporting
- B. Remote storage of the test automation scripts
- C. Low license costs
- D. High usability with AI-assisted object capture

Answer: D

Explanation:

* Challenges for Manual Testers Transitioning to Automation:

* Manual testers often lack strong technical skills required for scripting. Tools with high usability and AI-assisted features simplify script creation and reduce the technical expertise needed.

* Evaluation of Options:

* A (Low license costs) is unrelated to aiding testers' technical capabilities.

* B (Remote storage) is beneficial but does not address skill gaps.

* C (High usability with AI-assisted object capture) directly helps by simplifying automation tasks.

* D (Good reporting) is valuable but not relevant to skill transition.

References and Syllabus Alignment:

* This matches tool evaluation criteria outlined in the ISTQB syllabus under "Test Tools" (TM-1.6.1).

NEW QUESTION # 168

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