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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q170-Q175):

NEW QUESTION # 170

You are the Test Manager for a critical system and are using a risk-based approach for this project. Which of the following would most clearly convey the current status to project stakeholders? [3]

- A. A Pareto graph showing requirements coverage
- B. A scatter chart showing test execution status
- **C. A pie chart showing residual risk**
- D. A bar graph showing defect density

Answer: C

Explanation:

The most clear way to convey the current status to project stakeholders is to use a pie chart showing residual risk. This is because a risk-based approach focuses on identifying, analyzing, and prioritizing the risks that may affect the quality of the system, and allocating testing resources accordingly. A pie chart can visually represent the proportion of each risk category (such as high, medium, or low) in the overall risk profile, and show how much risk has been reduced or remains after testing. This can help the stakeholders to understand the current level of confidence in the system, and the potential impact of any remaining risks. Reference: Certified Tester Advanced Level Test Manager (CTAL-TM) - ISTQB not-for-profit association, ISTQB Test Manager Certification - ISTQB Exams Worldwide - ISTQB Official Registration, Managing the Test Team - ISTQB not-for-profit association

NEW QUESTION # 171

Your test team is in the process of completing final regression testing one week before the release date. One of your staff has just uncovered a critical defect that causes data corruption. What should you do? [2]

- **A. Write a high priority defect and follow the escalation communication plan as defined in your test plan**
- B. Update the weekly status charts and change the project status to red
- C. Update the risks in your test plan to cover data corruption issues and update your test cases to be sure you test for this in the future
- D. Write a high priority defect and call the business stakeholders to warn them about it

Answer: A

Explanation:

The best action that you should take in this situation is to write a high priority defect and follow the escalation communication plan as defined in your test plan. This is because a critical defect that causes data corruption is a serious issue that can affect the quality, functionality, and reliability of the system, and it needs to be reported and resolved as soon as possible. By writing a high priority defect, you can document the details and the impact of the defect, and alert the development team and the project manager about it. By following the escalation communication plan, you can ensure that the defect is communicated to the appropriate stakeholders, such as the business sponsors, the customers, or the senior management, in a timely and effective manner, and that the necessary actions are taken to address the defect. Defect Reporting - 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, Defect Reporting - ISTQB not-for-profit association

NEW QUESTION # 172

You tend to be conservative in your project estimations because you know how many things can go wrong and extend the schedule. Your manager is not happy with your estimates and thinks you are being too negative with your numbers and not trying hard enough. Which estimation method should you use to provide your manager with a positive number while still also providing the number you think is more realistic?

- A. Planning poker
- B. Extrapolation
- C. Wideband defphi
- **D. Three-point estimation**

Answer: D

Explanation:

- * Context Analysis:
 - * The manager perceives conservative estimates as overly negative. The goal is to balance optimism with realism to satisfy both the team and the manager.
 - * Three-point estimation provides a range of estimates: optimistic, pessimistic, and most likely, addressing the need for a positive yet realistic projection.
 - * Evaluation of Options:
 - * A. Wideband Delphi:
 - * Involves group-based estimation using consensus techniques. While reliable, it does not explicitly offer optimistic vs. realistic estimates.
 - * B. Planning Poker:
 - * Often used in Agile projects, this technique involves relative estimation but does not inherently provide optimistic and pessimistic figures.
 - * C. Three-point estimation:
 - * Correct. Combines optimistic, pessimistic, and realistic estimates to calculate a weighted average. This allows presentation of both realistic and "positive" numbers to the manager.
 - * D. Extrapolation:
 - * Based on past data trends but does not offer a range of estimates or a way to address manager concerns directly.
 - * Syllabus Alignment: The ISTQB syllabus mentions estimation methods like three-point estimation as effective techniques for providing balanced and transparent project timelines (TM-2.2.1).
- References:
- ISTQB Advanced Level Test Management Syllabus

NEW QUESTION # 173

Most managers in your company consider the efforts of your test team valuable, while others see comprehensive testing as an unnecessary cost overhead to the SDLC.

What action could the Test Manager take to quantify the value of testing to the organization? [3]

- A. Demonstrate the role QA has in similar size organizations.
- B. Develop metrics that illustrate planned and actual testing hours.
- C. Review the Test Plan with the management team.
- **D. Determine the cost of external failures.**

Answer: D

Explanation:

Determining the cost of external failures involves analyzing the impact of defects that escape into production. This includes the direct costs associated with fixing the defects, as well as the indirect costs such as customer dissatisfaction, damage to the company's reputation, and potential loss of business. By quantifying these costs, the Test Manager can illustrate the financial benefits of comprehensive testing in preventing high-cost external failures, thereby demonstrating its value as an investment rather than a cost overhead.

Reference:

The ISTQB Advanced Level Test Manager documents provide guidelines on how to establish and use metrics to measure the effectiveness and efficiency of the testing process, including the cost of quality and the Return on Investment (ROI) for testing activities. These references support the rationale behind choosing option C as the verified answer.

NEW QUESTION # 174

You are performing a risk assessment for a financial application using quantitative risk analysis. The following is a table describing the analysis undertaken so far:

Product Risk Item	Likelihood	Impact	Exposure	Cost of Testing
PR1	30 %	100 €		300 €
PR2	5 %	100,000 €		400 €
PR3	0.4 %	1,500 €		500 €
PR4	0.1 %	10,000 €		100 €

Which of the following statements correctly describes the outcome of the risk assessment using the "Cost of Exposure" technique in this scenario? SELECT ONE OPTION

- A. PR1, PR3 and PR4 should be tested while PR2 should not be tested
- B. PR3 and PR4 should be tested while PR1 and PR2 should not be tested.
- C. PR2 should be tested while PR1, PR3 and PR4 should not be tested
- D. Testing for failures associated to PR4 should happen first.

Answer: C

NEW QUESTION # 175

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