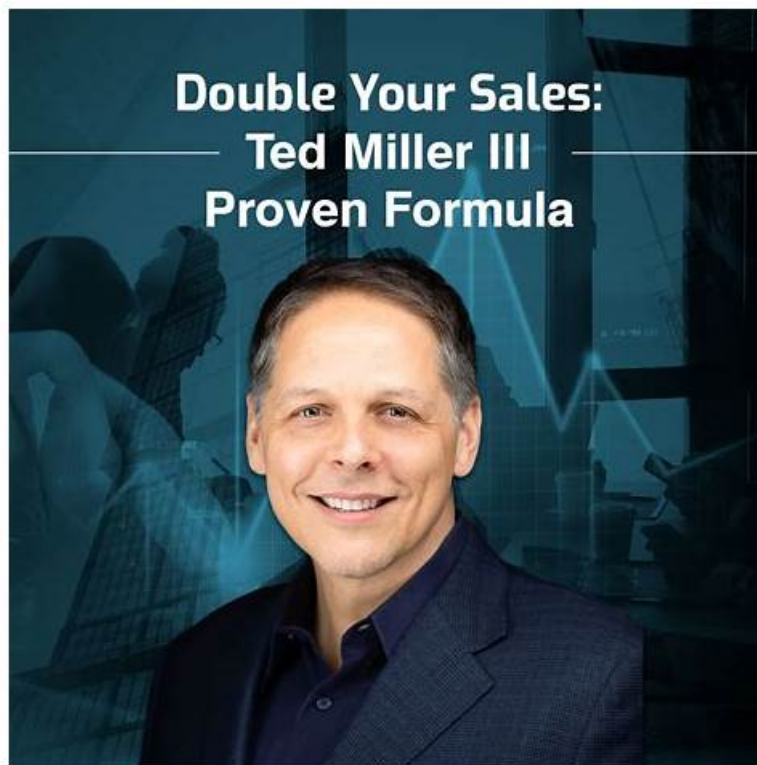


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## BCS TM3 Exam Syllabus Topics:

Topic	Details

Topic 1	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>

## BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q11-Q16):

### NEW QUESTION # 11

Analytical test improvement approaches identify problems based on data from the project or team.

Appropriate improvements can be derived from an analysis of the identified set of problems.

Which of the following is not an example of an analytical-based test process improvement approach?

- A. Root cause analysis
- B. The Goal Question Metric (GQM) approach
- C. Analysis using measures, metrics and indicators
- D. Quantitative TPI NEXT assessment

**Answer: D**

### NEW QUESTION # 12

Test control uses the information from test monitoring to provide guidance and take corrective action when required.

Which of the following is not a possible test control action?

- A. Adding new resources
- B. Adjusting the test schedule
- C. Re-prioritisation of test cases
- D. Checking the fulfilment of the exit criteria

**Answer: D**

Explanation:

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

The syllabus distinguishes test monitoring (collecting/assessing status information, e.g., progress vs plan, exit criteria status) from test control (taking corrective actions based on monitoring). Control actions include re-prioritising tests, adjusting schedules, and adding resources to address variances and risks. Checking the fulfilment of exit criteria is monitoring activity (status assessment), not a control action.

(Reference: CTAL-TM v3.0 - Test Planning, Monitoring, and Control: differences between monitoring (status, metrics, exit criteria checks) and control (reprioritisation, rescheduling, resource adjustments, scope changes).)

### NEW QUESTION # 13

Your company is considering purchasing a test tool suite from a respectable vendor. Your manager has searched the internet for comparable products, but none of them meet his specific requirements. A tool demonstration has been arranged for next week and your team has been invited to attend. The tool suite consists of a test management tool, test execution tool, and a requirements management tool. There is a possibility of adding a performance testing tool at a later stage.

You have decided to attend the demo but raise some issues beforehand regarding expectations.

Which two issues from the options provided below should at least be raised?

- A. How will the implementation be organised?
- **B. What are the problems we are trying to address?**
- C. Which project will be selected to perform the tool pilot?
- D. Is customized training available?
- **E. Do we have a set of tool requirements to validate the tool against?**

**Answer: B,E**

Explanation:

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

The syllabus reminds test managers that tool introduction must be problem-driven and requirements-based.

Before (or alongside) demos, teams should clarify:

A the business/testing problems and improvement goals the tool is meant to address (e.g., traceability, automation scale, reporting).

A clear set of tool requirements/selection criteria to objectively assess the tool during a demo or evaluation.

These two are the minimum critical questions to ground any evaluation. While C, D, and E are important for later stages (rollout planning, piloting, and training), ISTQB stresses that successful adoption starts with defined needs and evaluation criteria, ensuring the demo and subsequent selection are aligned to real objectives.

Relevant syllabus areas: Test Tool and Automation- Tool selection and introduction (identify problems/opportunities, define requirements and success criteria, evaluate, then plan pilot/rollout/training).

### NEW QUESTION # 14

Assume that you are using traceability to manage test case coverage against test conditions. During test analysis, three test conditions were identified. Test design for system testing has been completed and 10 test cases (TC1 to TC10) have been designed, as described by the following traceability matrix ("C" indicates a critical test case, while "NC" indicates a non-critical test case):

[traceability matrix not visible in the prompt]

The exit criterion for system testing states that each test condition must have all the associated critical test cases successfully executed (passed) AND all associated non-critical test cases at least executed.

The following is the situation after three days of system testing:

TC1, TC2, TC4, TC5, TC7, TC9: passed

TC3, TC10: failed (with an associated open defect report)

TC6, TC8: not run

Management wants to decide whether to release the system. You advise them that the system does not yet meet the defined exit criteria.

Based only on the given information, which test condition does not yet meet the stated exit criterion?

- A. None, all meet the stated exit criteria
- B. Test condition 1
- **C. Test condition 2**
- D. Test condition 3

**Answer: C**

Explanation:

The syllabus explicitly states that exit criteria must be met before considering completion of a test level:

"Exit criteria are the conditions that must be achieved to declare completion of a given test level... including coverage criteria and status of required tests (e.g., passed)."

- ISTQB CTAL-TM v3.0 Syllabus, Chapter 5 Test Monitoring and Test Control And test control must act when exit criteria are not

met:

"If the exit criteria are not satisfied, appropriate actions must be taken to address the situation."

- ISTQB CTAL-TM v3.0 Syllabus, Chapter 5

Since test condition 2 still has critical tests not yet executed, the defined exit criteria are not fulfilled, and therefore a release decision should not be approved.

### NEW QUESTION # 15

You are a tester working in an Agile team for the tax office. Developers on the team have been trained and are experienced in component testing, including various types of code coverage and reviews. The test policy has a clear statement that shift-left is a main focus in trying to achieve software quality. The team is currently developing a new version of the critical income tax application. Which test activities would you propose to mitigate the risks for the most critical features in the new version of the income tax application?

- A. Introduce formal test design techniques, e.g., decision tables and equivalence partitioning, during system testing
- B. Introduce IEC 61508 as a standard to follow, prescribing the test techniques and required level of coverage
- C. Introduce code reviews and statement coverage criteria
- D. Define strict entry and exit criteria between the various test levels

**Answer: A**

Explanation:

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

The syllabus emphasizes applying appropriate test design techniques based on risk and test level. In an Agile, shift-left context where developers already perform component testing with coverage and reviews, the incremental risk mitigation for critical business features at system level comes from applying system-appropriate formal test design techniques (e.g., equivalence partitioning, boundary value analysis, decision tables) to ensure thorough functional coverage of critical logic and business rules.

Option A (strict entry/exit criteria) is a control mechanism but does not directly enhance thoroughness for critical features.

Option B (IEC 61508) is a safety standard not appropriate for a tax application and would be disproportionate.

Reference: ISTQB CTAL-TM v3.0 Syllabus, Chapter 3 (Test Planning, Monitoring, and Control) on selecting test design techniques by level and risk; Chapter 4 (Risk-Based Testing) on focusing additional test design rigor on high-risk features; Agile testing alignment in the syllabus sections that highlight shift-left and tailoring practices per level.

### NEW QUESTION # 16

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