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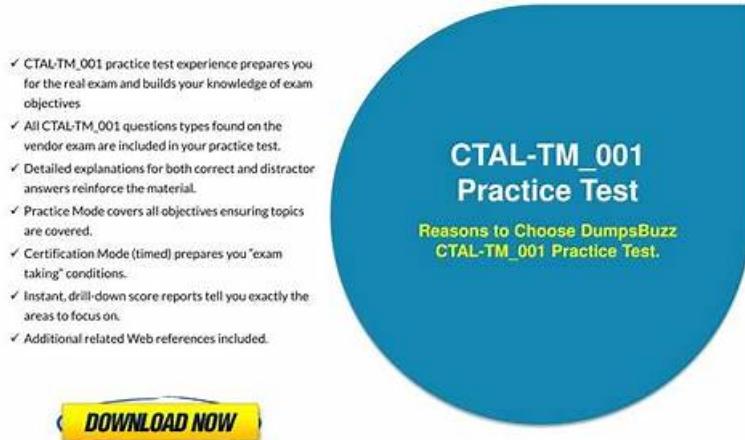
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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q19-Q24):

NEW QUESTION # 19
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. Future projects should test the lower risk areas first.
- B. A broader cross-functional team should contribute to the risk analysis.
- C. The project manager should have set stakeholder expectations for serious failures.
- D. The "lessons learned" session should have been conducted prior to deployment.

Answer: B

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 # 20
In what way is the operations team usually Involved In testing7

- **A. To conduct operational acceptance testing**
- B. To conduct security testing
- C. To conduct end-to-end transactional testing
- D. To conduct user acceptance testing

Answer: A

Explanation:
Operations Team Role in Testing:
The operations team ensures that the system meets operational requirements such as deployment, maintenance, and disaster recovery, which are validated during Operational Acceptance Testing (OAT).
Evaluation of Options:
A is correct because OAT is typically conducted by the operations team.
B (User acceptance testing) is conducted by end-users, not the operations team.
C (Security testing) is typically handled by security experts.
D (End-to-end transactional testing) is a functional testing activity, not specific to the operations team.
Reference and Syllabus Alignment:
OAT is highlighted under "Acceptance Testing" in the ISTQB syllabus (TM-1.2.7)

NEW QUESTION # 21
You have just conducted a skills assessment for your team. You decided to rate everyone from 1 to 5 in the skill areas as follows:
5 = expert
4 = proficient
3 = can use this skill effectively but will need some assistance
2 = interested in learning this skill but has only minimal knowledge
1 = not interested in learning this skill
Given these values, you have rated your team as shown in the table below for the designated skill areas:
You will be starting to test a new product that is an upgrade from one of your existing end user products.
Your testing will include white box,
performance, security, usability, and black box. You also have a goal to automate 100% of the smoke test and
50% of the regression tests by the end of the release.
Your team willingly shares knowledge and conducts regular lunch time cross-training sessions.
Your manager wants to know if you would like to bring in someone to help train your team in preparation for this project. In which area could you best utilize this help? [3]

- A. Training in black box techniques
- B. Training in customer support
- C. Training in domain knowledge
- **D. Training in automation**

Answer: D

Explanation:
Based on the table, the area where your team could best utilize help is training in automation. This is because most of your team members are either not interested in learning this skill or have only minimal knowledge about it. Automation is an important skill for testing, especially for achieving your goal of automating the smoke test and the regression test. Training in automation can help your

team to learn how to use various tools and frameworks to create, execute, and maintain automated test scripts. Training in automation can also improve the efficiency, effectiveness, and coverage of your testing process. Best Automation Courses & Certificates OnlineTraining - ISATop Automation Courses Online References:

* Best Automation Courses & Certificates Online
* Training - ISA
* Top Automation Courses Online

NEW QUESTION # 22

Your company just won a contract to create a new sales application and has committed to a very aggressive delivery timeline. Due to the quick turnaround your primary stakeholder wants to be heavily involved in the design and is very anxious to see the outcome. Because of this, your company has decided to use a spiral development approach. You have a defined test policy and typically use an analytical approach to testing, however, this approach will not work with the development approach.

What test strategy should be utilized? [3]

- A. Model-based
- B. Methodical
- C. Standard-compliant
- D. Reactive

Answer: D

Explanation:
A reactive test strategy is a test strategy that uses the actual behavior and results of the software under test to design and execute tests, without prior knowledge or documentation of the software1. A reactive test strategy should be utilized for a project that uses a spiral development approach, which is a type of iterative/incremental approach that adds risk analysis and prototyping activities to each iteration2. A reactive test strategy is suitable for a spiral development approach because it allows for flexibility, adaptability, and creativity in the testing process, as well as for early feedback, risk reduction, and continuous improvement in the software development process3. Therefore, option D is the correct answer. Option A is incorrect because a model-based test strategy is a test strategy that uses models to represent the desired behavior and structure of the software under test, and to derive test cases, test data, test procedures, and test oracles. A model-based test strategy may not work well with a spiral development approach, as it requires the availability and stability of the models, which may not be the case in a spiral development approach that involves frequent changes and refinements of the software under test. Option B is incorrect because a methodical test strategy is a test strategy that uses predefined test methods, techniques, and procedures to design and execute tests, such as equivalence partitioning, boundary value analysis, or decision table testing. A methodical test strategy may not work well with a spiral development approach, as it requires the availability and stability of the test basis, such as the requirements, specifications, or design documents, which may not be the case in a spiral development approach that involves frequent changes and refinements of the software under test. Option C is incorrect because a standard-compliant test strategy is a test strategy that follows a predefined set of standards, guidelines, or regulations to design and execute tests, such as ISO, IEEE, or CMMI. A standard-compliant test strategy may not work well with a spiral development approach, as it requires the compliance and consistency of the testing process, which may not be the case in a spiral development approach that involves frequent changes and refinements of the software under test. Reference: 1: ISTQB Glossary, Reactive Test Strategy 2: ISTQB Glossary, Spiral Model 3: ISTQB Advanced Level Test Manager Syllabus, Section 1.1.1 : Spiral Model in Software Development Life Cycle - Software Testing Material : Spiral Model - Tools QA : Strategic Test Management - ISTQB not-for-profit association : ISTQB Glossary, Model-Based Testing : ISTQB Glossary, Methodical Test Strategy : ISTQB Glossary, Standard-Compliant Test Strategy : ISTQB Foundation Level #39 - Test Approach and Strategy - Software Testing Mentor

NEW QUESTION # 23

How might test monitoring and reporting differ for a project using a SCRUM development model rather than a V-model?

- A. A move to milestone-based reporting, with optional automated dashboards
- B. Responsibility for test monitoring and reporting lies with the Product Owner, rather than the test manager
- C. Monitoring is more informal with less need for regular status reports
- D. Reports are produced on a continuous basis with real-time dashboards and daily status updates

Answer: D

Explanation:
In Agile (including SCRUM), test monitoring is typically continuous, and tools like burndown charts, task boards, and dashboards are used for real-time reporting. According to the syllabus: "In Agile development, test progress reporting may be incorporated into

task boards, defect summaries and burndown charts... during a daily stand-up meeting" .

NEW QUESTION # 24

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