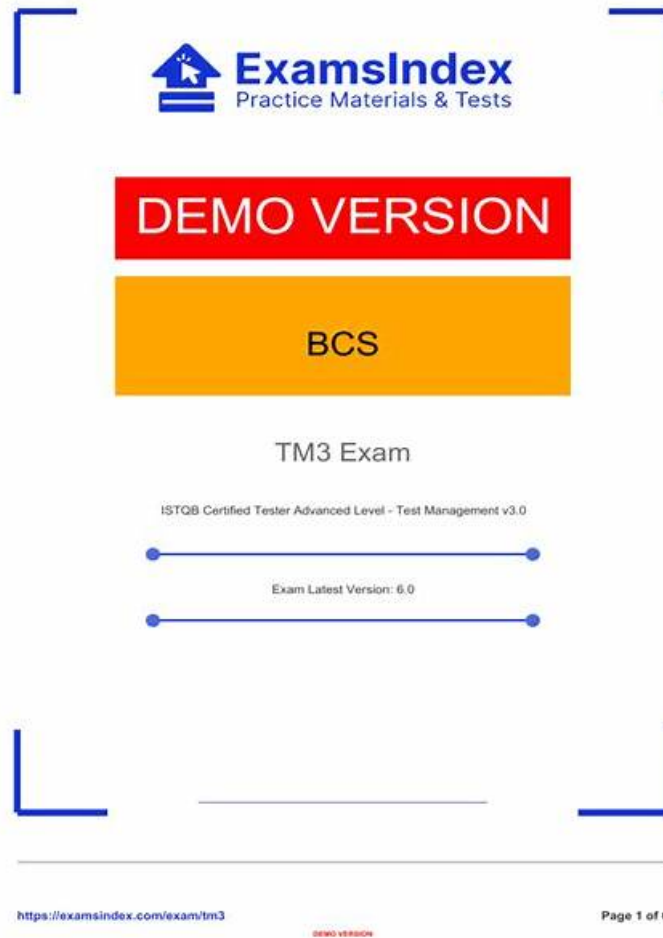


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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.

Topic 2	<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 3	<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.

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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q48-Q53):

NEW QUESTION # 48

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

Answer: C

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 # 49

Factors that are important to take into account when performing test estimation include:

- i. The quality of the test basis
- ii. The availability of test automation
- iii. The amount of rework required
- iv. The distribution of testing across several locations

The various factors can be grouped by characteristic. Examples of characteristics include:

- A. A = i, B = ii, C = iii, D = iv
- B. A = iv, B = iii, C = i, D = ii
- C. Development process Which factor is related to which characteristic?
- D. A = iv, B = iii, C = ii, D = i
- E. Test results
- F. A = ii, B = iii, C = iv, D = i
- G. Product
- H. Test context

Answer: E

Explanation:

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

Product characteristic # quality of the test basis (C = i): The syllabus lists the quality and stability of the requirements/specifications (test basis) as a product-related estimation driver.

Test results characteristic # amount of rework (B = iii): Expected rework/defect-fix cycles and their impact on retesting and confirmation testing are identified through past results/defect patterns and directly affect estimates.

Test context characteristic # distribution across locations (A = iv): Organizational and logistical context (multiple sites, time zones, communication overhead) influences test effort.

Development process characteristic # availability of test automation (D = ii): Process/tooling capability (e.g., presence of automation frameworks) is treated as a development/process factor affecting test efficiency and thus estimation. The syllabus groups estimation drivers into characteristics such as product, development process, test results/history, and test/organizational context, and recommends mapping specific factors to these groups to structure estimation.

NEW QUESTION # 50

You are a test manager developing a master test plan. As part of the master test plan, you are defining exit criteria for the various test levels.

Which of the following exit criteria would be most appropriate and SMART for component testing, and which one would be most appropriate and SMART for system testing?

- i. 95% of the tests prepared are executed successfully
- ii. All test cases have been run
- iii. 80% decision coverage for all tests run
- iv. At least 30 defects have been found
- v. At least two weeks of test execution
- vi. No more open defects

- A. v for component testing, vi for system testing
- B. ii for component testing, iv for system testing
- C. iii for component testing, i for system testing
- D. iii for component testing, v for system testing

Answer: C

Explanation:

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

The syllabus emphasizes SMART exit criteria tailored to the test level:

For component testing, structural coverage metrics (e.g., decision coverage) are appropriate and measurable at code level, making iii (80% decision coverage) suitable and SMART.

References: ISTQB CTAL-TM v3.0 Syllabus-Chapter 3 (Test Planning: defining level-appropriate and measurable entry/exit criteria; use of structural coverage for lower levels and outcome/behavior criteria for higher levels).

NEW QUESTION # 51

Which one of the following metrics is primarily used to measure the achievement of a test objective and reported in a test completion report?

- A. Code coverage
- **B. Number of automated test cases versus planned automated test cases**
- C. Actual versus planned estimation (in hours) for testing activities
- D. Accumulated number of resolved defects versus accumulated number of defects

Answer: B

Explanation:

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

The syllabus explains that test objectives are agreed during planning and achievement against these objectives is assessed and reported in test completion. A common objective is to automate a defined proportion of tests; the metric "number of automated test cases versus planned automated test cases" directly measures the degree to which that objective was achieved and is reported in completion.

A (code coverage) and C (defect trends) are valuable but are not inherently tied to a specific stated objective unless such a target was set (e.g., 80% branch coverage).

It is a monitoring metric (variance to plan) rather than a direct measure of objective achievement. (Reference:

CTAL-TM v3.0 - Test Planning, Monitoring, and Control and Testing Process (Test Completion): defining measurable test objectives; reporting objective achievement in the test summary/completion report.)

NEW QUESTION # 52

You are involved in the selection of a test management tool and have decided to calculate the ROI for the two potential tools: TestMaker and ImproveIT.

TestMaker is priced at €15,000 with yearly maintenance costs of €1,500. Its traceability to requirements feature is strong and the defect management process can easily be customised to meet the needs of the organisation. Effort for test management activities is expected to decrease by 20%.

ImproveIT is priced at €20,000 with yearly maintenance costs of €2,500. Its traceability feature is also strong and has a high level of usability. It also has interesting options for adding extensions to its features in the future. Effort for test management activities is expected to decrease by 30%.

Based on the calculated ROI, which tool would you suggest?

- A. ImproveIT
- **B. There is too little information to accurately calculate the ROIs**
- C. TestMaker
- D. None of the tools, since they do not provide a positive ROI

Answer: B

Explanation:

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

In Test Tool and Automation, the syllabus states that determining the business case/ROI for a tool requires identifying and quantifying all relevant costs (acquisition, maintenance, training, pilot/rollout, integration, customization) and benefits (e.g., effort reduction across activities, quality and cycle-time gains), then comparing them over a defined period within the organization's context. A % effort reduction alone is insufficient without knowing the baseline effort/cost, number of users, training/transition costs, and implementation scope. Therefore, ROI cannot be accurately computed with the given data.

(Reference: CTAL-TM v3.0 - Test Tool and Automation: tool selection and introduction; establishing a business case/ROI by quantifying costs and benefits; considering acquisition, maintenance, training, pilot, integration, process changes, and productivity gains.)

NEW QUESTION # 53

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