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1. Testing Process

- Test planning, monitoring and control.
- Test implementation and execution.
- test analysis and design
- Evaluating exit criteria and reporting.
- Test closure activities

2. Test Management

- Test documentation.
- Managing the application to industry standards.
- Business value of testing.

3. Reviews

- Management reviews and audits.
- Managing reviews.
- Metrics for reviews.
- Managing formal reviews.

4. Defect Management

- Defect lifecycle.
- Defect report information.

- Accessing process capability with defect report.

5. Improving the testing process

- Test improvement process.
- Improving the testing process with CMMi, TPI, CTP, STEP.

6. Test tool and automation

- Tool lifecycle
- Tool metrics
- Tool selection

7. People skills

- Fitting testing within an organization.
- Motivation.
- Test team and dynamics.
- Communication.
- Individual skills.

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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q177-Q182):

NEW QUESTION # 177

SoffTech provides a core banking product to retail banks to enable their customers to process payments via the Internet and telephone banking and. as SoffTech's Test Manager, you are responsible for system testing and system integration testing of all SoffTech's products.

Your current project is to integrate SoffTech's core banking product with an existing bank's systems, which are maintained by experienced developers but poorly documented.

A specification for the 10 interfaces to the bank's existing systems has been produced by SoffTech's development team. There is an estimating matrix for system integration testing that allows 2 man days per interface for preparation, plus 2 man days per interface for test execution. The exit criteria for the completion of system integration testing has been agreed as:

1. No open Severity 1 defects
- 2 No more than 10 open severity 2 and/or 3 defects
3. All interfaces tested

4. Cost estimate must not be exceeded

System integration test execution is scheduled to last 5 weeks, with week 5 reserved for regression and bug fixing only.

At the end of week 3 the following test report has been produced (figures on a week by week basis, not cumulative):

- (b). Open severity 2 and 3 defects
- (c). Interface testing progress
- (d). Development resource for debugging
- (e). Available budget

SELECT ONE OPTION

- A. c and d.
- B. c and e
- C. d and e.
- D. b and c.

Answer: A

NEW QUESTION # 178

What is the primary use for the traceability information regarding the relationship between test results and test conditions during test execution? [2]

- A. The development manager uses this information to determine how many developer resources to allocate to defect repair.
- B. The Test Manager uses this information to control the test execution effort.
- C. The project manager uses this information to determine if the project is on schedule.
- D. The tester uses this information to determine which test should be run next.

Answer: B

Explanation:

The correct answer is A. The Test Manager uses this information to control the test execution effort. This is because traceability information regarding the relationship between test results and test conditions can help the Test Manager to measure and evaluate the test progress, quality, and coverage, and to take corrective actions when necessary. For example, the Test Manager can use this information to identify and prioritize the test conditions that have not been tested yet, to analyze the test results and the defect status, and to adjust the test execution plan and schedule accordingly. Test Monitoring and Control - ISTQB not-for-profit association
References: Certified Tester Advanced Level Test Manager (CTAL-TM) - ISTQB not-for-profit association, ISTQB Test Manager Certification - ISTQB Exams Worldwide - ISTQB Official Registration, Test Monitoring and Control - ISTQB not-for-profit association

NEW QUESTION # 179

Which of the following is a factor that is likely to increase the test estimate? [1]

- A. Assigned personnel who are experienced on working with similar projects in similar environments
- B. Use of a new technology
- C. Static test data
- D. A requirement for high level test documentation

Answer: B

Explanation:

A test estimate is an approximation of the amount of effort, time, and resources required to perform testing activities for a software project¹. A test estimate can be influenced by various factors, such as the size, complexity, and quality of the software, the scope, objectives, and approach of the testing, the skills, experience, and availability of the test team, the tools, methods, and standards used for testing, and the constraints, risks, and assumptions related to the project². One of the factors that is likely to increase the test estimate is the use of a new technology. A new technology is a technology that is unfamiliar or unproven to the test team or the organization, such as a new programming language, framework, platform, or tool³. The use of a new technology can increase the test estimate because it may require more time and effort to learn, understand, and apply the technology, as well as to deal with potential issues, challenges, or limitations that may arise from the technology. Therefore, option A is the correct answer. Option B is incorrect because a requirement for high level test documentation is not a factor that is likely to increase the test estimate, but rather a factor that is likely to increase the test documentation effort. Test documentation is the set of documents that describe the test basis, test objectives, test design, test procedures, test results, and test evaluation of a software project. A requirement for high level test

documentation means that the test documents need to be detailed, comprehensive, and consistent, which may require more time and effort to produce, review, and maintain. However, this does not necessarily affect the test estimate, as the test documentation effort can be considered as a separate or parallel activity to the test execution effort. Option C is incorrect because assigned personnel who are experienced on working with similar projects in similar environments is not a factor that is likely to increase the test estimate, but rather a factor that is likely to decrease the test estimate. Experienced personnel are personnel who have the relevant knowledge, skills, and abilities to perform the testing activities for a software project. Assigned personnel who are experienced on working with similar projects in similar environments can decrease the test estimate because they may require less time and effort to understand, design, implement, and execute the tests, as well as to deal with potential issues, challenges, or limitations that may arise from the project. Option D is incorrect because static test data is not a factor that is likely to increase the test estimate, but rather a factor that is likely to decrease the test estimate. Test data is the data that is used as input or output for the tests. Static test data is test data that is fixed and predefined, and does not change during the test execution. Static test data can decrease the test estimate because it may require less time and effort to create, manage, and maintain, as well as to ensure the validity, reliability, and traceability of the test data. References: 1: ISTQB Glossary, Test Estimate 2: ISTQB Advanced Level Test Manager Syllabus, Section 3.1.1 3: What is New Technology? - Definition from Techopedia : The Impact of New Technologies on Software Testing : ISTQB Glossary, Test Documentation : ISTQB Glossary, Experienced-Based Test Technique : ISTQB Glossary, Test Data : ISTQB Glossary, Static Test Data : Test Manager - ISTQB not-for-profit association : [ISTQB Foundation Level #38 - Test Estimation Techniques - Software Testing Mentor] : [What are the estimation techniques in software testing?]

NEW QUESTION # 180

Which of the following is a factor that is likely to increase the test estimate? [1]

- A. Assigned personnel who are experienced on working with similar projects in similar environments
- **B. Use of a new technology**
- C. Static test data
- D. A requirement for high level test documentation

Answer: B

Explanation:

A test estimate is an approximation of the amount of effort, time, and resources required to perform testing activities for a software project¹. A test estimate can be influenced by various factors, such as the size, complexity, and quality of the software, the scope, objectives, and approach of the testing, the skills, experience, and availability of the test team, the tools, methods, and standards used for testing, and the constraints, risks, and assumptions related to the project². One of the factors that is likely to increase the test estimate is the use of a new technology. A new technology is a technology that is unfamiliar or unproven to the test team or the organization, such as a new programming language, framework, platform, or tool³. The use of a new technology can increase the test estimate because it may require more time and effort to learn, understand, and apply the technology, as well as to deal with potential issues, challenges, or limitations that may arise from the technology. Therefore, option A is the correct answer. Option B is incorrect because a requirement for high level test documentation is not a factor that is likely to increase the test estimate, but rather a factor that is likely to increase the test documentation effort. Test documentation is the set of documents that describe the test basis, test objectives, test design, test procedures, test results, and test evaluation of a software project. A requirement for high level test documentation means that the test documents need to be detailed, comprehensive, and consistent, which may require more time and effort to produce, review, and maintain. However, this does not necessarily affect the test estimate, as the test documentation effort can be considered as a separate or parallel activity to the test execution effort. Option C is incorrect because assigned personnel who are experienced on working with similar projects in similar environments is not a factor that is likely to increase the test estimate, but rather a factor that is likely to decrease the test estimate. Experienced personnel are personnel who have the relevant knowledge, skills, and abilities to perform the testing activities for a software project. Assigned personnel who are experienced on working with similar projects in similar environments can decrease the test estimate because they may require less time and effort to understand, design, implement, and execute the tests, as well as to deal with potential issues, challenges, or limitations that may arise from the project. Option D is incorrect because static test data is not a factor that is likely to increase the test estimate, but rather a factor that is likely to decrease the test estimate. Test data is the data that is used as input or output for the tests. Static test data is test data that is fixed and predefined, and does not change during the test execution. Static test data can decrease the test estimate because it may require less time and effort to create, manage, and maintain, as well as to ensure the validity, reliability, and traceability of the test data. Reference: 1: ISTQB Glossary, Test Estimate 2: ISTQB Advanced Level Test Manager Syllabus, Section 3.1.1 3: What is New Technology? - Definition from Techopedia : The Impact of New Technologies on Software Testing : ISTQB Glossary, Test Documentation : ISTQB Glossary, Experienced-Based Test Technique : ISTQB Glossary, Test Data : ISTQB Glossary, Static Test Data : Test Manager - ISTQB not-for-profit association : [ISTQB Foundation Level #38 - Test Estimation Techniques - Software Testing Mentor] : [What are the estimation techniques in software testing?]

NEW QUESTION # 181

You are a Test Manager on a new project. The software that is being created will be used to control the projectors in movie theaters. This is a time critical project because the software must be released before the Christmas holiday season which has the highest movie attendance of the year.

You have decided to implement a review process for the work products that are a part of this release to save both time and money. In order to expedite the training, you brought in a consultant to train the participants and moderators in proper review processes. Your team is enthusiastic about participating in the reviews.

Your manager is questioning the money you have spent on this training effort. He wants to know how you intend to justify the expense when you present your numbers at the annual budget meeting in February.

What would be a reasonable way for you to justify the cost of the training and the reviews when you present your information at the budget meeting? [3]

- A. Explain that the reviews are a way of expanding the knowledge of your people and will motivate them to work harder and faster, thus saving money for the company.
- B. Compare the production defects from the previous project to the production defects from this project and explain the cost benefits due to the defect reduction in production.
- C. Show the defects that were found in the review sessions and show the cost of quality regarding the perfect phase containment for those caught defects.
- **D. Calculate the ROI using the difference between the cost of the reviews and the cost of dealing with defect escapes.**

Answer: D

Explanation:

The cost of the training and the reviews can be justified by showing the return on investment (ROI) that they generate. ROI is a measure of the profitability of an investment, calculated by dividing the net benefit by the cost¹. The net benefit of the training and the reviews is the difference between the cost of the reviews and the cost of dealing with defect escapes. Defect escapes are defects that are not detected during the review process and are found later in the development or testing phases, or even in production. The cost of dealing with defect escapes includes the cost of rework, testing, debugging, deployment, customer support, and potential loss of reputation or revenue². The cost of the reviews includes the cost of the training, the time spent by the reviewers and moderators, the tools and resources used, and the overheads³. By calculating the ROI, you can demonstrate how much money the training and the reviews have saved or earned for the company, compared to the alternative of not conducting them. Therefore, option D is the correct answer. Option A is incorrect because comparing the production defects from the previous project to the production defects from this project does not account for the cost of the reviews or the cost of dealing with defect escapes in other phases. Option B is incorrect because showing the defects that were found in the review sessions and the cost of quality regarding the perfect phase containment for those caught defects does not account for the cost of the training or the cost of dealing with defect escapes in production. Option C is incorrect because explaining that the reviews are a way of expanding the knowledge of your people and motivating them to work harder and faster is not a quantifiable or verifiable way of justifying the cost of the training and the reviews.

References: 1:

ISTQB Glossary, Return on Investment 2: ISTQB Advanced Level Test Manager Syllabus, Section 2.3.2 3: How to manage formal reviews & management audits? Skills, metrics ...

NEW QUESTION # 182

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