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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q197-Q202):

NEW QUESTION # 197
A project to replace an old sales and merchandising system with a new version based on modern platforms, will use an Agile lifecycle with iterations of fixed length.
The project objectives include:
* Delivery within 6 months of the start of the first iteration, in 3 releases, to be accomplished by a team that will contain all resources deemed necessary to achieve this
* Quality of delivered product to meet customer acceptance criteria

A test objective, derived from discussion with the customers, has been set as follows:
"Each release shall deliver usability that is better than that of the previous system for the equivalent functionality" Which S.M.A.R.T. criteria are met by this objective?
* Specific
* Measurable
* Achievable
* Relevant
* Timely

- A. 1, 3, 4 and 5 are met but 2 is not met
- B. 1, 2, 3 and 4 are met but 5 is not met
- C. 1, 2, 3 and 5 are met but 4 is not met
- D. 1, 2, 4 and 5 are met but 3 is not met

Answer: B

Explanation:
The objective isSpecific(usability),Measurable(compared with previous system),Achievable(if proper design and test resources are used), andRelevant(to user satisfaction). However, it lacks aclear time constraint per release, henceTimelyis not met in the S.M.A.R.T. sense.
This structure for goal-setting aligns with strategic planning principles in ISTQB where test objectives should be SMART to allow proper planning, estimation, and monitoring.

NEW QUESTION # 198
You have assembled the following cost of quality numbers 1 000 defects were found prior to release and 100 were found after.
Given this information what should you conclude?

- A. More effort should be put on appraisal to help lower the cost of quality
- B. The cost of testing is just right and is justified by the numbers
- C. The cost of testing is high and could probably be lowered by spending more money on defect prevention
- D. More testing was needed before the production release because the defect detection percentage (DDP) was below 90%

Answer: C

Explanation:
Cost of Quality Analysis:
The given table lists costs for defect prevention, appraisal, internal failure, and external failure.
Defect prevention cost is $50,000, while costs for appraisal, internal failures, and external failures are $250,000, $200,000, and $200,000, respectively.
The combined cost of internal and external failures is significantly high compared to defect prevention costs.
Defect Detection and Prevention (DDP):
DDP measures the effectiveness of defect prevention activities and early detection mechanisms.
In this case, 1,000 defects were caught before release (appraisal) and 100 defects escaped to production.
DDP = (Defects found before release / Total defects) = 1000 / (1000 + 100) = 90.91%.
While this DDP is relatively high, the costs of appraisal and failures indicate that prevention strategies need more investment.
Key Cost Drivers:
High internal and external failure costs indicate inefficiencies in earlier stages of quality assurance.
Shifting investments from appraisal and failure costs towards defect prevention would reduce the overall cost of quality.
Evaluating Options:
Option A ("More testing needed because DDP < 90%") is invalid since DDP is above 90%.
Option C ("The cost of testing is justified") does not address the imbalance between high failure costs and low prevention spending.
Option D ("More effort on appraisal") contradicts the cost-benefit focus of investing in prevention.
Option B is correct because enhancing defect prevention strategies will reduce downstream costs.
Reference and Syllabus Alignment:
This conclusion aligns with the ISTQB Advanced Test Management syllabus section on "Cost of Quality" and strategies to optimize testing investments. Specifically, prevention is emphasized as more cost-effective than appraisal and failure management.

NEW QUESTION # 199
Evaluate the status of the project against the defined exit criteria. Which of the following options shows the correct status? 2 credits

- A. Criteria A = OK, criteria B = OK, criteria C = OK
- B. Criteria A = NOT OK, criteria B = NOT OK, criteria C = NOT OK
- C. Criteria A = OK, criteria B = NOT OK, criteria C = NOT OK
- D. Criteria A = NOT OK, criteria B = NOT OK, criteria C = OK

Answer: D

NEW QUESTION # 200

Club 65 to 90 is a holiday club for retired people run by a small company, the IT department consists of 1 Designer, 3 Developers and 1 System Tester Their booking system has been "live" for a number of years and the company has a loyal client base. A variety of automation tools are used for development and testing to improve effectiveness and efficiency.

A new project will introduce a loyalty scheme and both a Business Requirement Specification and a System Design Specification have been produced A Rapid Application Development (RAD) lifecycle model will be used where time is crucial. In the past there have been problems with updates to the existing system, which has affected existing functionality. Testers have not used representative and realistic operational profiles and data, which has led to significant production problems. The following test policy statements have been proposed for the project:

a. Testing must be risk based;

b. A Master Test Plan, confirming to IEEE829, must be produced for each test project; c. Test procedures must be run by a tester who did not write the procedure; d. Regression testing should be carried out on all releases; e. The testers are accountable for all defects found in production; f. Time must be given to designing test environments so that they are representative of the live environment.

Which of the following options identifies the three policy statements that would be MOST beneficial for this project?

- A. a. d and f.
- B. a, d and e.
- C. a. b and e.
- D. b. c and f.

Answer: A

NEW QUESTION # 201

Your testing team has just received the test conditions for a new project. You are conducting Test Design activities for this project. Your team feels that it would be beneficial to create high-level test cases.

What should they do concurrently with creating these test cases? [2]

- A. Create the test plan.
- B. Create the test summary report for the test cases you are creating.
- C. Create the traceability between the test cases and the requirements.
- D. Create the test automation scripts.

Answer: C

Explanation:

The correct answer is D. Create the traceability between the test cases and the requirements. This is because traceability is the ability to follow the life of a requirement, in both a forward and backward direction, through its documentation, development, and testing. Traceability can help to ensure that the test cases are derived from the requirements, and that they cover all the relevant aspects of the system. By creating the traceability between the test cases and the requirements concurrently with creating the test cases, the test team can improve the quality and completeness of the test design, and facilitate the test analysis and reporting. Traceability Matrix - 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, Traceability Matrix - ISTQB not-for-profit association

NEW QUESTION # 202

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