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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
Topic 2	<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 3	<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.

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

NEW QUESTION # 48

In multi-team environments with hybrid software development approaches, there are various challenges in the context of defect management, such as:

- i. Alignment of defect attributes to be used
- ii. Prioritisation of defects
- iii. Alignment of the approach for defect fixes

Solutions to the above-mentioned challenges include:

- A. A = i, B = iii, C = ii
- B. The product owner should be involved in the defect management meetings
- C. A = i, B = ii, C = iii
- **D. Transparency of plans by sharing them between teams via dashboards** Which solution is related to which challenge?
- E. A = ii, B = i, C = iii
- F. A = i, B = ii, C = i
- G. Synchronisation between the defect management tools

Answer: D

Explanation:

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

ii. Prioritisation of defects # A. Product owner involvement: The PO (or equivalent business authority) ensures business-value/risk-based prioritization is consistent across teams.

i. Alignment of defect attributes # B. Tool synchronization: To align fields/attributes/statuses, teams synchronize or harmonize defect management tools and schemas.

iii. Alignment of approach for fixes # C. Transparent shared dashboards: Shared plans/dashboards support coordination on how/when fixes are implemented across teams, improving consistency and visibility. This mapping reflects the syllabus coverage of organization-level test management, multi-team governance, tool alignment, and cross-team transparency practices in hybrid/Agile environments (CTAL-TM v3.0, Chapter 2:

Test Management in the Organization; Chapter 5: defect management coordination and reporting).

NEW QUESTION # 49

Which of the following is not something you should do when performing a Belbin assessment with an Agile team?

- A. The team member roles should be balanced with the Belbin team roles model to identify any missing or overrepresented roles and adjust accordingly.
- B. Feedback is provided to the individual team members by another team member using the observer assessment questionnaire.
- **C. The team should not align the team's roles with the team's goals and expectations. These should be kept independent.**
- D. Team members use a self-assessment questionnaire to identify their own strengths and weaknesses in relation to nine Belbin roles.

Answer: C

Explanation:

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

The syllabus introduces Belbin team roles as a tool to balance roles in a team and improve collaboration. It notes the use of self-assessment and observer feedback and stresses aligning team composition and role usage with the team's goals and context. Therefore, statement D is incorrect: teams should align roles with team goals and expectations; keeping them "independent" runs counter to the intended use of Belbin roles in Agile teams.

(ISTQB CTAL-TM v3.0 - Chapter "People Skills - Team Composition": Belbin roles, use of self/observer assessments, and aligning role mix with team goals.)

NEW QUESTION # 50

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

Answer: A

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).

B 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 # 51

You are a test manager in charge of integration, system, and user acceptance testing for a bank. You are working on a project to upgrade an existing ATM to allow customers to obtain cash advances from supported credit cards.

The system should allow cash advances from €20 to €500 (both inclusive) for all supported credit cards. The supported credit cards are American Express, VISA, Eurocard, and Mastercard. The system should be easy to use for all users, including new users. The organisation is currently in a transition to Agile and already well on its way.

In the test plan, the following items are listed under the heading "Items and features to be tested":

All supported credit cards

Language localisation

Valid and invalid advance

Usability

Response time

Which of the following topics would be most important for you to address in detail in the test plan?

- A. A list of acceptance criteria for each of the user stories
- B. An approach to regression testing
- C. Detailed entry and exit criteria per test level
- D. A set of logical test cases

Answer: C

Explanation:

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

According to the ISTQB CTAL-TM v3.0 Syllabus, Chapter 3 - Test Planning, Monitoring, and Control, one of the main tasks of test planning is to define and document test completion criteria and test level entry criteria as part of the test plan.

"The test plan shall include the entry and exit criteria for each test level, including the conditions that must be met to start and finish testing activities at that level." (ISTQB CTAL-TM v3.0 Syllabus, Chapter 3: Test Planning activities) The test plan provides the structure for managing multiple test levels such as integration, system, and user acceptance tests. Since this question context explicitly mentions several test levels, the most critical aspect to document in detail is the entry and exit criteria per test level, ensuring clarity on when each test level starts and completes, and what constitutes sufficient testing for release or transition.

Why the other options are incorrect:

A). An approach to regression testing- While important, regression strategy typically belongs to the test approach section, not the detailed planning of multi-level testing criteria.

B). A list of acceptance criteria for each of the user stories- This belongs to Agile acceptance test documentation, not the formal test plan for multiple test levels (integration, system, UAT).

D). A set of logical test cases- Test cases are outputs of test design, not part of the test plan document.

References:

ISTQB Certified Tester Advanced Level - Test Manager Syllabus v3.0

Chapter 3: Test Planning, Monitoring, and Control

Section: Test Planning Tasks

Subsection: Define test completion criteria (exit criteria) and entry criteria for each test level Table of contents and body text referring to "items and features to be tested", "entry and exit criteria", and "content of the test plan".

NEW QUESTION # 52

Which of the following statements about test management activities for an iterative development model is false?

- A. With testware the focus is on acceptance criteria and definition of done. The level of documentation is minimal.
- B. Roles are integrated; facilitator or coach typically replace the traditional test manager.
- C. The test approach is embedded within iterations, with a focus on adaptability and feedback.
- **D. Reporting is done at project milestones.**

Answer: D

Explanation:

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

In iterative/Agile contexts (Chapter: Test Management in the Organization), the syllabus emphasizes:

A: Testware tends to be lean; focus is on acceptance criteria and the Definition of Done; documentation is often minimal but sufficient.

B: The test approach is integrated within iterations, emphasizing adaptability, continuous feedback, and close collaboration.

D: Traditional, centralized "test manager" roles are often evolved or distributed; responsibilities may be shared across the team, with a facilitator/coach (e.g., Scrum Master/Agile coach) supporting quality practices.

C is false because in iterative models reporting is continuous and occurs every iteration (e.g., sprint reviews, daily information radiators), not only at traditional project milestones typical of sequential models. (Reference:

CTAL-TM v3.0 Syllabus - Chapter "Test Management in the Organization", sections on Agile/iterative test management, roles, minimal documentation, and iterative reporting.)

NEW QUESTION # 53

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