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## BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>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.</li></ul>

Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>
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## >> BCS TM3 New Exam Bootcamp <<

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### BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q35-Q40):

#### NEW QUESTION # 35

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 Dis 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 # 36

Assume you are a test manager of a project that develops software in the medical domain. You are responsible for analysing the organisational test strategy and the project context to choose the appropriate test approach.

You consider the following factors:

Detailed requirements of high quality are available

Parts of the software to be developed are expected to be safety critical Internal audits and an external audit by a government agency are expected to take place, as such traceability and evidence are important elements for the test approach A release date has been defined, and a marketing campaign has already been scheduled The project works according to the sequential V-model lifecycle The independent test team has a lot of domain knowledge but has also been trained and has experience in using test design techniques

Which of the following test approaches would be most appropriate for this project?

- A. Experience-based testing, e.g., exploratory testing, to make maximum use of the domain knowledge of the testers
- **B. Risk-based testing to identify the most critical features and use a methodical approach to testing, e.g., more formal test**

design techniques to drive testing and ensure traceability

- C. Define acceptance criteria for each of the requirements and implement definition-of-done criteria to drive testing
- D. Use Acceptance Test-Driven Development (ATDD) as a way to implement shift-left, and use test automation in addition to enhance product quality

**Answer: B**

Explanation:

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

In regulated, safety-critical domains with audits and strong traceability requirements, the syllabus emphasizes defining a methodical, documented test approach within test planning, including selection of formal test design techniques and risk-based testing to focus effort on the most critical features. These elements are explicitly tied to V-model contexts, where traceability from requirements through test conditions and cases is expected, and evidence is essential for internal and external audits (CTAL-TM v3.0 Syllabus - Chapter 3, Test Planning; and Chapter 4, Risk-Based Testing and effort allocation).

Option B aligns with these needs: applying risk-based testing to prioritize safety-critical functions and using formal techniques to produce traceable, auditable test assets.

Options A and D are practices typically associated with agile/ATDD and "definition of done," which do not best fit a sequential V-model context. Option C (experience-based) may complement but is insufficient as the primary approach where traceability and auditability are key.

(References: CTAL-TM v3.0 Syllabus - Chapter 3 "Test Planning, Monitoring, and Control" - defining the test approach and selecting test design techniques; Chapter 4 "Risk-Based Testing and Other Approaches for Test Prioritization and Effort Allocation" - prioritizing safety-critical areas; material on traceability/audit expectations in regulated contexts.)

#### NEW QUESTION # 37

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 # 38

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. There is too little information to accurately calculate the ROIs

- B. TestMaker
- C. None of the tools, since they do not provide a positive ROI
- D. ImproveIT

**Answer: A**

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 # 39

You have been contracted to manage the user acceptance testing of a new reservation system for a travel agency. The reservation system is being developed by a third party. Detailed specifications are available, and an estimate of the total development effort exists. The system will be delivered in four agreed increments.

Which of the following estimation techniques would be most appropriate to use in this context?

- A. Planning poker
- B. Extrapolation
- C. Estimation based on ratios
- D. Wide-band Delphi

**Answer: C**

Explanation:

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

The syllabus describes ratio-based estimation (e.g., estimating test effort as a proportion of known or estimated development effort) as appropriate when reliable development-effort data or estimates and clear scope are available. Here, detailed specifications exist, overall development effort is estimated, and increments are defined—conditions well-suited to ratio-based estimation.

Extrapolation requires comparable historical test data for this context.

Wide-band Delphi is useful when data is scarce and expert consensus is needed.

Planning poker is typically used by Agile development teams to size user stories, not for contracting UAT with a third party.

### NEW QUESTION # 40

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