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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q48-Q53):

NEW QUESTION # 48

Which of the following organizational structures would be considered unorthodox? [1]

- A. Developers within the same team unit test each others' code prior to handing over to a separate testing team for system

testing

- B. After developers are done unit testing, business analysts alpha test the system before handing over to a separate testing team for system testing
- C. Developers and testers are integrated within the same project team, each role focusing on a different level of testing
- D. DBAs confirm the referential integrity of the database and developers complete their unit testing before handing over to external organization for system testing

Answer: B

Explanation:

The unorthodox structure mentioned in option C involves business analysts performing alpha testing.

Typically, alpha testing is conducted by internal staff or a team close to the development environment, not specifically by business analysts. This step is unusual as business analysts are generally responsible for requirements analysis and ensuring that the developed system meets business needs, rather than conducting alpha testing, which is more focused on identifying bugs and issues from a user's perspective.

References:

- * ISTQB Glossary, Distributed Testing
- * ISTQB Advanced Level Test Manager Syllabus, Section 3.2.1
- * Related literature on testing roles and responsibilities

NEW QUESTION # 49

Which one of the following statements correctly describes how product quality risks should be mitigated and managed? SELECT ONE OPTION

- A. The number of test levels should address the different priorities of identified product quality risks.
- B. The size of the test team should be proportional to the number of high priority product quality risks identified.
- C. The amount of time dedicated to analysis, design and execution of tests should be based on the assessed level of risk.
- D. The number of people dedicated to analysis, design and execution should be proportional to the level of risk identified.

Answer: C

NEW QUESTION # 50

You have been promoted to Test Manager within your company. Your new manager states that your test team utilized a risk-based test approach for the last release but in production, a number of serious failures in lightly tested areas have occurred.

What would be your first action prior to the start of the next test phase for the next release? [3]

- A. Review the test cases executed from the previous release.
- B. Request functional requirements be prioritized in order of importance to the stakeholder.
- C. Ensure you have the correct stakeholders' participation during the risk assessment process
- D. Review the production defects and determine if they are valid.

Answer: C

Explanation:

The best action that the Test Manager can take prior to the start of the next test phase for the next release is to ensure that the correct stakeholders' participation during the risk assessment process. This is because the risk assessment process is crucial for identifying and prioritizing the risks that may affect the quality of the system, and allocating testing resources accordingly. The correct stakeholders are those who have the authority, knowledge, and interest in the system and its risks, and who can provide valuable input and feedback to the test team. By involving the correct stakeholders, the Test Manager can ensure that the risk-based test approach is aligned with the project objectives and the stakeholder expectations, and that the most critical areas are tested adequately. Reference: Certified Tester Advanced Level Test Manager (CTAL-TM) - ISTQB not-for-profit association, ISTQB Test Manager Certification - ISTQB Exams Worldwide - ISTQB Official Registration, Managing the Test Team - ISTQB not-for-profit association

NEW QUESTION # 51

You have just conducted a skills assessment for your team. You decided to rate everyone from 1 to 5 in the skill areas as follows:
5 = expert

4 = proficient

3 = can use this skill effectively but will need some assistance

2 = interested in learning this skill but has only minimal knowledge

1 = not interested in learning this skill

Given these values, you have rated your team as shown in the table below for the designated skill areas:

	Mike	Greg	Lois	Steve	Fran
Programming	5	4	1	1	5
Static Analysis	4	2	2	3	4
Performance	5	1	1	2	2
Portability	1	1	4	1	4
Usability	1	5	5	4	2
Security	5	2	1	1	5
Black box techniques	1	1	4	5	1
Automation	5	3	1	1	5
Domain knowledge	2	3	1	2	2
Customer support	1	1	4	1	1

You will be starting to test a new product that is an upgrade from one of your existing end user products. Your testing will include white box, performance, security, usability, and black box. You also have a goal to automate 100% of the smoke test and 50% of the regression tests by the end of the release.

Your team willingly shares knowledge and conducts regular lunch time cross-training sessions.

Your manager wants to know if you would like to bring in someone to help train your team in preparation for this project. In which area could you best utilize this help? [3]

- A. Training in customer support
- B. Training in domain knowledge
- C. Training in black box techniques
- **D. Training in automation**

Answer: D

Explanation:

Based on the table, the area where your team could best utilize help is training in automation. This is because most of your team members are either not interested in learning this skill or have only minimal knowledge about it. Automation is an important skill for testing, especially for achieving your goal of automating the smoke test and the regression test. Training in automation can help your team to learn how to use various tools and frameworks to create, execute, and maintain automated test scripts. Training in automation can also improve the efficiency, effectiveness, and coverage of your testing process. Best Automation Courses & Certificates Online Training - ISATop Automation Courses Online Reference:

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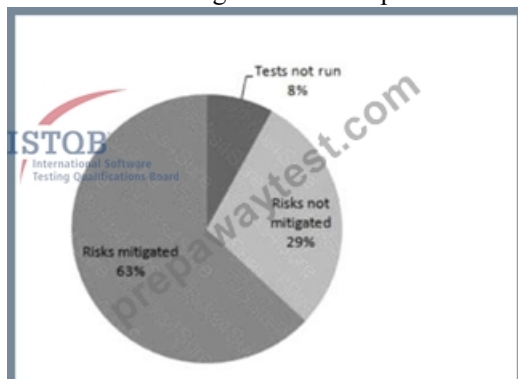
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NEW QUESTION # 52

You are the Test Manager of a risk-based testing effort. You develop the following graph to show residual risk. Assume that "Risks mitigated" represents passed tests and "Risks not mitigated" represents failed tests and other discovered failures.

Which of the following answers best represents what the graph shows? [3]



- **A. Project is at risk due to the number of failed tests**

- B. Project is behind schedule based on bug fix rate
- C. Project is ahead of schedule due to number of risks addressed
- D. Project is on schedule based on total number of test cases executed

Answer: A

Explanation:

The graph indicates that a significant portion of risks, 29%, have not been mitigated, which suggests that these are either failed tests or other discovered failures. This level of unmitigated risk puts the project at risk, as it implies that there are still substantial issues that need to be addressed.

References: The ISTQB Advanced Level Test Manager documents outline the importance of risk-based testing and the interpretation of residual risk graphs. These graphs are used to communicate the current status of risk mitigation efforts in the project, and a high percentage of unmitigated risks is a clear indicator of potential problems¹.

NEW QUESTION # 53

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