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CTAL-TM Exam Reference

ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q179-Q184):

NEW QUESTION # 179

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. Calculate the ROI using the difference between the cost of the reviews and the cost of dealing with defect escapes.
- B. 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.
- C. 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.
- D. 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.

Answer: A

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 # 180

It the lest manager must repeatedly step in to resolve conflicts within the team what phase is the team in and what competencies are required from the test manager?

- A. Performing Methodological
- B. Norming Personal

- C. Storming Social
- D. Forming Professional

Answer: C

Explanation:
* Understanding Team Development Phases:
* TheStormingphase is where team members often experience conflicts as they establish their roles and relationships.
* Resolving conflicts in this phase is essential for team cohesion and productivity.
* Competencies Required:
* Social competenciesare needed to mediate, facilitate communication, and encourage collaboration.
* Evaluation of Options:
* A. Forming Professional:
* Incorrect. The Forming phase involves team orientation, not conflict resolution.
* B. Storming Social:
* Correct. This phase requires social skills to address conflicts and foster a productive environment.
* C. Norming Personal:
* Incorrect. The Norming phase focuses on team cohesion and process standardization.
* D. Performing Methodological:
* Incorrect. The Performing phase assumes the team is high-functioning and requires minimal intervention.
* Syllabus Alignment:
* ISTQB emphasizes understanding team dynamics and applying social skills for effective team management during challenging phases (TM-3.1.5).
References:
ISTQB Advanced Level Test Management Syllabus (TM-3.1.5)

NEW QUESTION # 181
What is a "depth-first" risk-based testing technique? [1]

- A. Lowest risk test cases are executed first
- B. Non-functional test cases are executed first
- C. Highest risk test cases are executed first
- D. All risk items are tested at least once

Answer: C

Explanation:
A depth-first risk-based testing technique is a method of prioritizing and executing test cases based on the risk level of the features or functions to be tested. In this technique, the test cases with the highest risk are executed first, followed by the test cases with lower risks. This ensures that the most critical and likely areas of failure are tested thoroughly and early in the testing process. Risk Based Testing: Approach, Matrix, Process & Examples - Guru99 Reference: Certified Tester Advanced Level Test Manager (CTAL-TM) - ISTQB not-for-profit association, ISTQB Test Manager Certification - ISTQB Exams Worldwide - ISTQB Official Registration, [Analytical Test Strategy: A Comprehensive Guide - LambdaTest]

NEW QUESTION # 182
Which is a typical test task that would demonstrate the professional and methodological competence of a tester?

- A. Assessing code coverage achieved by a suite of unit tests, demonstrating analytical skills
- B. Reporting defects to developers in a constructive way, demonstrating conflict resolution skills
- C. Reviewing a requirement specification and providing feedback to the author, demonstratingbusiness domain expertise
- D. Working effectively in a self-organised Agile team, demonstrating a high level of self-management and discipline

Answer: A

Explanation:
Professional and methodological competence includes analytical skills and the application of testing techniques such as white-box testing and code coverage analysis. According to ISTQB CTFL, assessing code coverage as part of test design and analysis is a key activity of a competent tester.

NEW QUESTION # 183
You are working on a project where the business part of the organization works traditionally with defined requirements, but the development team follows an Agile model Neither team plans to change their approach What is the proper name for this type of project approach"

- A. Hybrid as fit for purpose
- B. Sequential
- C. Hybrid as a transition to Agile
- D. Agile

Answer: A

Explanation:
Context Analysis:
The project described has teams using different methodologies (traditional vs. Agile) tailored to their needs.
The "fit for purpose" hybrid approach is explicitly designed to combine methodologies based on team and project requirements.
Evaluation of Options:
A . Sequential:
Incorrect. A sequential approach suggests a traditional waterfall-like model, not a hybrid.
B . Hybrid as a transition to Agile:
Incorrect. This term implies the entire project is transitioning to Agile, which is not the case here.
C . Agile:
Incorrect. Only the development team is Agile; the business team uses a traditional approach.
D . Hybrid as fit for purpose:
Correct. Combines the most effective aspects of both traditional and Agile methodologies to suit the project context.
Syllabus Alignment:
ISTQB defines hybrid models as combinations of methodologies tailored to specific project needs (TM-1.2.4).
Reference:
ISTQB Advanced Level Test Management Syllabus (TM-1.2.4)

NEW QUESTION # 184

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