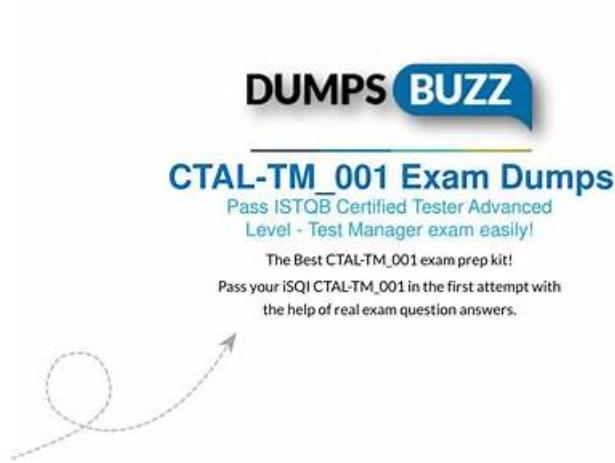


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CTAL-TM Certification Path

6 months of experience in Software development/software testing. Successful completion of the ISTQB Certified Tester Foundation

level and a minimum of three years testing experience is recommended. The Intermediate Certificate may also be helpful but is not required.

ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q228-Q233):

NEW QUESTION # 228

You are considering involving users during test execution. In general, what is the main reason for involving users during test execution? 1 credit

- A. They are a cheap resource
- B. They have good testing skills
- C. They have the ability to also focus on invalid test cases
- D. This can serve as a way to build their confidence in the system

Answer: D

NEW QUESTION # 229

You tend to be conservative in your project estimations because you know how many things can go wrong and extend the schedule. Your manager is not happy with your estimates and thinks you are being too negative with your numbers and not trying hard enough. Which estimation method should you use to provide your manager with a positive' number while still also providing the number you think is more realistic?

- A. Wideband Delphi
- B. Extrapolation
- C. Three-point estimation
- D. Planning poker

Answer: C

Explanation:

* Context Analysis:

* The manager perceives conservative estimates as overly negative. The goal is to balance optimism with realism to satisfy both the team and the manager.

* Three-point estimation provides a range of estimates: optimistic, pessimistic, and most likely, addressing the need for a positive yet realistic projection.

* Evaluation of Options:

* A. Wideband Delphi:

* Involves group-based estimation using consensus techniques. While reliable, it does not explicitly offer optimistic vs. realistic estimates.

* B. Planning Poker:

* Often used in Agile projects, this technique involves relative estimation but does not inherently provide optimistic and pessimistic figures.

* C. Three-point estimation:

* Correct. Combines optimistic, pessimistic, and realistic estimates to calculate a weighted average. This allows presentation of both realistic and "positive" numbers to the manager.

* D. Extrapolation:

* Based on past data trends but does not offer a range of estimates or a way to address manager concerns directly.

* Syllabus Alignment: The ISTQB syllabus mentions estimation methods like three-point estimation as effective techniques for providing balanced and transparent project timelines (TM-2.2.1).

References:

ISTQB Advanced Level Test Management Syllabus

NEW QUESTION # 230

You have assembled the following cost of quality numbers 200 defects were found prior to release and 100 were found after. Given this information what is the total cost of quality for this project?

Average Cost	Amount	# of Defects	Total Cost
Defect prevention	\$10,000	N/A	\$10,000
Appraisal	\$250	200	\$50,000
Internal failure	\$200	200	\$40,000
External failure	\$2,000	100	\$200,000

- A. \$200,000
- B. \$10 000
- C. \$100,000
- D. \$300,000

Answer: D

Explanation:

Step by Step Comprehensive Detailed Explanation:

Definition of Cost of Quality (CoQ):

CoQ is composed of four components:

Prevention Costs: Costs related to activities to prevent defects (e.g., training, quality planning).

Appraisal Costs: Costs associated with evaluating products to ensure defect-free delivery (e.g., testing).

Internal Failure Costs: Costs due to defects found before delivery to the customer (e.g., rework).

External Failure Costs: Costs from defects discovered after delivery (e.g., warranty claims, reputation damage).

Calculation Process:

Defect Prevention Cost: Given as \$10,000 (fixed).

Appraisal Cost: \$250 per defect for 200 defects = $250 \times 200 = 50,000$ $50,000 \times 200 = 10,000$.

Internal Failure Cost: \$200 per defect for 200 defects = $200 \times 200 = 40,000$ $40,000 \times 200 = 8,000$.

External Failure Cost: \$2,000 per defect for 100 defects = $2,000 \times 100 = 200,000$ $200,000 \times 100 = 20,000$.

Total CoQ:

Adding all costs together:

Total CoQ = $10,000 + 50,000 + 40,000 + 200,000 = 300,000$.

Correct Answer and Justification:

The total cost is \$300,000, making Option A the correct answer.

Reference and Documentation from Advanced Test Management:

ISTQB Advanced Test Management Syllabus v3.0, Section 2.2.2: This section emphasizes understanding and calculating the cost of quality by segregating it into the four components as seen above.

ATM Sample Exam Questions 2024 (Example Calculations): Highlights similar numerical examples to calculate CoQ.

ISTQB Exam Structure Rules v1.9: Ensures alignment with K2-level understanding for cost analysis scenarios in test management.

NEW QUESTION # 231

You are interviewing a candidate for the position of test analyst. At one stage of the interview, you are looking specifically for skills in the area of professional competence. Which of the following skills would demonstrate this?

- A. Analytical ability
- B. Black box test design
- C. Communication
- D. Ability to delegate

Answer: B

Explanation:

Professional competence in the context of a test analyst refers to the technical knowledge and abilities directly related to testing.

Designing tests using black-box techniques is a core part of the test analyst role and is clearly classified under professional (technical) competence. This skill involves understanding the system's external behavior and deriving test conditions based on that - a hallmark

of functional testing.

Reference: ISTQB CTFL Syllabus section 4.2 on black-box techniques.

NEW QUESTION # 232

'Safe as Houses' is a company that specialises in home security software, including alarm systems, surveillance cameras and other forms of deterrence.

It is currently developing the software for a device which simulates an active television, producing sound and light images that suggest someone is home watching the television. 'Safe as Houses' recently won a lucrative contract to supply the software to 'Smart Alarms', who will be manufacturing the hardware devices. Sound will be created using actual television and film archives, licensed through a third-party supplier, 'Silver Sound Ltd'. A user interface will be developed in house to allow the customer to choose sound tracks. The software will be delivered as a programme of work, consisting of three projects. Project 1 will develop the software for the light images. Project 2 will develop the sound system and Project 3 will integrate the two using hardware prototypes supplied from 'Smart Alarms'. The programme will conclude with 'Smart Alarms' performing User Acceptance testing in usability labs.

The 'Safe as Houses' test team has experience in testing alarm and surveillance systems but lacks experience in testing light imagery software. The organisational test policy includes the following objectives:

1. Exploratory testing should be used to augment more formal, structured testing within constraints of time and budget
2. Test automation tools should be purchased and employed to maximise the breadth and efficiency of regression testing. The Programme risk register currently includes the following risks:

RISK 1 Working prototypes will be delivered late to the integration test environments. RISK 2 A delay in signing the contract with 'Silver Sound Ltd' will impact the programme schedule. RISK 3 Inexperience in testing light imagery software will cause major defects to be missed. RISK 4 The user interface software for the sound systems will be delivered late into testing. Refer to SCENARIO 2 - The IT Director for 'Safe as Houses' is recruiting a Programme Test Manager and has been provided with a skills matrix for four prospective candidates. The matrix shows the skill level (5 being highest, 1 lowest) for each candidate:

Skill	Candidate	Mary	John	Bill	Sarah
Test automation	5	2	5	1	
Test tool selection and purchase	4	3	4	4	
Domain knowledge of light imagery systems	5	1	4	1	
User Acceptance Testing	5	2	3	1	
Risk analysis	1	4	5	4	
Project Management	1	2	1	5	
Test planning	2	5	3	5	

Consider which of these skills are key for a Programme Test manager in this scenario. Based on these, which candidate would be the most suitable?

SELECT ONE OPTION

- A. Sarah.
- B. John.
- C. Mary.
- D. Bill

Answer: B

NEW QUESTION # 233

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