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ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q80-Q85):

NEW QUESTION # 80

You have assembled the following cost of quality numbers 1 000 defects were found prior to release and 100 were found after.

Average Cost	Amount	# of Defects	Total Cost
Defect prevention	\$50,000	N/A	\$50,000
Appraisal	\$250	1,000	\$250,000
Internal failure	\$200	1,000	\$200,000
External failure	\$2,000	100	\$200,000

Given this information what should you conclude?

- A. The cost of testing is high and could probably be lowered by spending more money on defect prevention
- B. The cost of testing is just right and is justified by the numbers
- C. More testing was needed before the production release because the defect detection percentage (DDP) was below 90%
- D. More effort should be put on appraisal to help lower the cost of quality

Answer: A

Explanation:

Cost of Quality Analysis:

The given table lists costs for defect prevention, appraisal, internal failure, and external failure.

Defect prevention cost is \$50,000, while costs for appraisal, internal failures, and external failures are \$250,000, \$200,000, and \$200,000, respectively.

The combined cost of internal and external failures is significantly high compared to defect prevention costs.

Defect Detection and Prevention (DDP):

DDP measures the effectiveness of defect prevention activities and early detection mechanisms.

In this case, 1,000 defects were caught before release (appraisal) and 100 defects escaped to production.

$DDP = (\text{Defects found before release} / \text{Total defects}) = 1000 / (1000 + 100) = 90.91\%$

While this DDP is relatively high, the costs of appraisal and failures indicate that prevention strategies need more investment.

Key Cost Drivers:

High internal and external failure costs indicate inefficiencies in earlier stages of quality assurance.

Shifting investments from appraisal and failure costs towards defect prevention would reduce the overall cost of quality.

Evaluating Options:

Option A ("More testing needed because $DDP < 90\%$ ") is invalid since DDP is above 90%.

Option C ("The cost of testing is justified") does not address the imbalance between high failure costs and low prevention spending.

Option D ("More effort on appraisal") contradicts the cost-benefit focus of investing in prevention.

Option B is correct because enhancing defect prevention strategies will reduce downstream costs.

Reference and Syllabus Alignment:

This conclusion aligns with the ISTQB Advanced Test Management syllabus section on "Cost of Quality" and strategies to optimize testing investments. Specifically, prevention is emphasized as more cost-effective than appraisal and failure management.

NEW QUESTION # 81

The Test Manager must assemble team members that have which of the following characteristics? [1]

- A. Will not change the severity of a defect report
- B. Possess identical skill sets
- C. Will spark informal cross training among themselves
- D. Thrive in a routine, structured environment

Answer: C

Explanation:

A test manager must assemble team members that will spark informal cross training among themselves. This means that the team members are willing and able to share their knowledge, skills, and experiences with each other, and learn from each other's feedback and suggestions. This can improve the team's performance, productivity, and quality, as well as foster a collaborative and supportive culture. Cross training can also help the team members to develop new competencies, fill skill gaps, and handle different roles and tasks when needed. Top 10 Leadership Qualities to Distinguish a Test Manager

Test manager roles and responsibilities (with FAQs)

References:

* Top 10 Leadership Qualities to Distinguish a Test Manager - Software Test Professionals

* Test manager roles and responsibilities (with FAQs) - Indeed

NEW QUESTION # 82

You plan to use a heavyweight approach to risk-based testing on a safety-critical system and have the following information available for each documented product risk:

- * The estimated cost of testing the risk
 - * How likely a failure would arise for the risk item
 - * How much the failure would cost, in terms of loss
- Which technique would be MOST suitable?

- A. Systematic software testing
- B. Fault tree analysis
- C. Cost of exposure
- D. Failure mode and effect analysis

Answer: C

Explanation:

The Cost of Exposure technique is most suitable when you have data on the cost of testing, the likelihood of failure, and the cost of failure. Cost of Exposure = Likelihood × Impact, which is directly applicable here:

"Risk involves the possibility of an event in the future which has negative consequences. The level of risk is determined by the likelihood of the event and the impact (the harm) from that event".

This technique helps prioritize which risks justify more testing based on potential financial impact.

NEW QUESTION # 83

Why might a RAD approach be a better option for the test manager rather than a sequential development? 2 credits

- A. It will extend the development team's abilities and enhance future delivery capabilities.
- B. It will allow the marketing, clerical and testing staff to validate and verify the early screen prototypes.
- C. Time-box constraints will guarantee code releases are delivered on schedule.
- D. More time can be spent on test execution as less formal documentation is required.

Answer: B

NEW QUESTION # 84

Risks should be constantly reviewed. Given the current situation, which one of the following factors is most likely to lead to a revised view of product risk? 3 credits

- A. The concerns over the user interface raises the likelihood of a risk in that area and increases the amount of test effort needed for the user interface, thereby limiting the test effort available for other parts of the test management tool.
- B. The method used for test estimation is not accurate enough and hence the money spent on testing exceeded its budget.
- C. The concerns over the user interface may lead to changes to the interface which cannot be implemented by development in time for the second test iteration.
- D. The delivery of the application without the interface changes may upset the user community.

Answer: A

Explanation:

Explanation/Reference:

Explanation:

NEW QUESTION # 85

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