CTAL-TM_SYLL2012^{Q&As}

ISTQB Certified Tester Advanced Level - Test Manager [Syllabus 2012]

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QUESTION 1

Consider an information system of a Pay-Tv company based on a SOA architecture. The integrated system currently consists of three core systems:

-

a CRM (Customer Relationship Management) system

-

a BRM (Billing and Revenue Management) system

-

a CAS (Conditional Access System) system all of them communicating with SOA Middleware.

You have been asked to manage the testing activities for the integration of two additional off-the- shelf systems from two different vendors: a SMS (Short Message Service) server and an IVR (Interactive Voice Response) system.

Assume that there is a high likelihood that the two off-the-shelf systems will be low-quality and that you have a clear proof that the testing performed by the two vendors on their systems has been unsystematic and unprofessional. This

obviously leads to higher quality risk for the overall integrated system.

You are the Test Manager of this project. Your main goal is to plan for testing activities to mitigate this risk.

Which of the following answers best describes the test activities (assuming it is possible to perform all of them) you should plan for?

A. You should plan for an informal and minimal acceptance test of the two off-the-shelf systems and then a single end-to-end test of the overall integrated system

B. You should directly plan for a single end-to-end test focused on end-to-end tests of the overall integrated system without an acceptance test of the two off-the-shelf systems

C. You should plan for two levels: a system integration test and an end-to-end test of the overall integrated system

D. You should plan for adequate re-testing of both the systems followed by a system integration test and an end-to-end test of the overall integrated system

Correct Answer: D

QUESTION 2

Consider the following skills assessment spreadsheet for your test team (consisting of four team members):

This spreadsheet has three sections: technical expertise, testing skills and professionalism.

The skill levels for each skill area for both the "technical expertise" and "testing skills" sections have been rated on a four-point scale:

-E (Expert): indicates that a person has expert knowledge and experience in the skill area

-B (Beginner): indicates that a person has some knowledge and experience in the skill area but he/she is not autonomous

-

 W (Wants to learn): indicates that a person has no knowledge or experience in the skill area but he/she wants to learn that skill

-

 NI (Not Interested): indicates that a person has no knowledge or experience in the skill area and he/she is not interested to learn that skill

The skill levels for each skill area of the "professionalism" section have been rated on a three point scale (H=High, M=Medium, L=Low).

You are using this skills assessment spreadsheet in order to define a training development plan for your test team.

Your objective is to fill the skill gaps by having at least a team member rated as an expert for each skill identified for the "technical expertise" and "testing skills" sections, and with the ability to train the other team members.

Considering the budget constraints you can send only one person to a training course.

Skills	Alex	Robert	John	Mark
Technical Expertise				
Programming - C / VB	E	E	E	NI
Programming - C++, Java	E	E	B	NI
Shell Scripting	E	E	B	NI
Testing Skills				
Test Planning	B	B	E	E
Test Design - Black Box	E	E	E	B
Test Design - White Box	E	E	NI	NI
Test Automation	E	E	E	NI
Performance Testing - Scripting	W	W	NI	NI
Performance Testing - Execution	W	W	NI	NI
Test Status Reporting and Metrics	E	E	E	E
Professionalism				
Test Team Building/Cross-Training	H	L	H	H
Oral Communication	H	M	M	M

Based only on the given information, which of the following answers would you expect to be the best option to achieve your objective?

A. Send Robert to a performance testing training course

B. Send Alex to a performance testing training course

C. Send John to a performance testing training course

D. Send Mark to a test automation training course

Correct Answer: B

QUESTION 3

Which one of the following metrics to be produced needs traceability between the test cases and each item in a proper test basis?

A. Requirements coverage

B. Trends in the lag time from defect reporting to resolution

C. Mean time between failures for the system

D. Cumulative number of reported defects versus cumulative number of resolved defects

Correct Answer: A

QUESTION 4

In your organization the following tools of the same vendor are currently in usE. a requirements management tool, a test management tool and a bug tracking tool.

You are the Test Manager.

You are currently evaluating a test automation tool of the same vendor (to complete the vendor\\'s tool suite) against an interesting open-source test automation tool under the GNU GPL (General Public License).

There are no initial costs associated to that open-source tool.

Which of the following statements associated to the selection of the open-source tool is correct in this scenario?

A. The open-source tool can be modified but only if the community of developers of that tool gives you the formal permission to modify it

B. There are no initial costs for the open-source tool but you should carefully consider the costs associated to the integration with the existing tools and also evaluate the recurring costs

C. There are no initial costs for the open-source tool because open-source tools are usually low- quality, while vendor tools have always a better quality than the corresponding open-source tools

D. The open-source tool can be modified but it can\\'t be distributed further in any way

Correct Answer: B

QUESTION 5

Consider the following skills assessment spreadsheet for your test team (consisting of four team members):

This spreadsheet has three sections: technical expertise, testing skills and professionalism.

The skill levels for each skill area for both the "technical expertise" and "testing skills" sections have been rated on a four-point scale:

-E (Expert): indicates that a person has expert knowledge and experience in the skill area

-B (Beginner): indicates that a person has some knowledge and experience in the skill area but he/she is not autonomous

-

 W (Wants to learn): indicates that a person has no knowledge or experience in the skill area but he/she wants to learn that skill

-

 NI (Not Interested): indicates that a person has no knowledge or experience in the skill area and he/she is not interested to learn that skill

The skill levels for each skill area of the "professionalism" section have been rated on a three point scale (H=High, M=Medium, L=Low).

Consider the following analysis of testing skills performed on four peoplE. Alex, Robert, John and Mark (all the skills have been rated on an ascending scalE. The higher the score, the better the skill):

Testing Skills	Alex	Roberta	John	Mark
Planning				
Estimation and Cost of Quality	3	2	2	5
Documentation	3	3	2	5
Quality Risk Analysis/ Management	2	3	2	5
Design/Development				
Behavioral (Black-Box)	3	5	2	2
Structural (White-Box)	3	5	3	1
Static (Reviews and Analysis)	3	4	3	2
Test Automation				
COTS Execution Tools	5	2	4	3
COTS Test Management	5	2	4	3
Test Data Generators	5	2	4	3
Execution				
Manual (Scripted and Dynamic)	3	3	4	3
Automated	3	3	4	3
Test Status Reporting and Metrics	2	4	4	3
Average Testing Skills	3,36	3,17	3,17	3,15

Which of these people, based on this analysis, would you expect to be most suitable to work specifically as test designer?

A. Alex

B. Roberta

C. John

D. Mark

Correct Answer: B

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