TM12^{Q&As}

ISTQB-BCS Certified Tester Advanced Level- Test Manager (2012)

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QUESTION 1

Which of the following would you expect to be most likely an example of a motivating factor for testers?

A. The resources allocated for the testing activities are not sufficient and don\\'t allow the testers to contribute to the quality of the product.

B. The testers contribution to the quality of the software products developed from an organization is recognized with increased responsibilities.

C. The same regressions tests are executed manually by the same testers, for every product release, without any progression in content.

D. The testers are asked to perform, in parallel with their testing tasks, other tasks unrelated to their testing responsibilities.

Correct Answer: B

QUESTION 2

A chart showing the trend in the lag time from defect reporting to resolution during system testing is also available. The chart shows that the daily closure period is consistently and significantly above the rolling closure period for a long period of the system testing phase.

Almost all defects found during system testing have been related to the system as a whole, not related to single units or integrations issues. Almost all quality risks have been addressed during the unit and integration testing phase and no residual quality risks were present in the integrated system. This has been confirmed by exploratory testing sessions performed during system testing, targeted at finding defects in these quality risk areas.

Based on the given information only, which one of the following areas would you expect to be considered more in the retrospective meeting in order to be improved?

A. The requirements review

B. The defect management process

C. The quality risk analysis process

D. The system design and architecture design reviews

Correct Answer: B

QUESTION 3

You are the Test Manager on a project following an iterative life-cycle model. The project should consist of nine iterations of one month duration each. It is planned to develop the most important features to have a stable core of the application in the first three iterations and to add the additional features in the last six iterations.

At the beginning of the first iteration, only a draft version of the requirements specification document for the core features is available. Assume that during each of the first three iterations, the chosen features are fully completed and unit tested.

Which of the following statements is true in this context?

A. The system test phase should start when all the requirements are frozen.

B. You should allocate a large effort for system testing during the first three iterations.

C. You should allocate all the effort for the system test phase only in the last iteration.

D. You should apply the same test strategy as used in a sequential life cycle model.

Correct Answer: B

QUESTION 4

Assume you are currently working on a project developing a system where functional requirements are very well specified. Unfortunately, non-functional requirements do almost not exist.

You are the Test Manager. You have to choose a technique for test selection that allows testing of nonfunctional characteristics, especially reliability.

Which of the following techniques for test selection do you expect being most useful in this scenario?

A. A model-based technique based on the creation of operational profiles

B. Ambiguity reviews

C. Test condition analysis

D. Cause-effect graphing

Correct Answer: A

QUESTION 5

Which of the following statements about the STEP test process improvement model is true?

A. In the STEP model, tests validate the requirements and use cases when they are developed.

B. The STEP model stresses defect detection and demonstration of capability, whereas the defect prevention is a secondary potential goal of testing.

C. The STEP model assures that the system requirements specification and the test design specification processes don\\'t overlap.

D. In the STEP model, testware design occurs after coding.

Correct Answer: A

QUESTION 6

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 7

For which of the following activities would the costs be classified as a cost of detection?

A. Writing test specifications according to the test design.

B. Training developers to better understand the new features of the coding language they will use on the project.

C. Re-running a test case, during the system testing phase, to verify that a fix eliminates a previously found defect.

D. Fixing field failures.

Correct Answer: A

QUESTION 8

You are a Test Manager working for a software organization where reviews have never been applied. After a meeting with your managers examining a business case for reviews, (including their costs, benefits, and potential issues), the management finally decides to adopt formal reviews for future projects.

You have been given a budget that you have spent to provide training in the review process and to introduce the review process on a pilot project.

On that pilot project the introduction of reviews has been very positive in terms of positive involvement from all the participants. All the reviews applied to different documents have been very effective for their purposes (especially at revealing defects).

Which of the following answers describes an important success factor for the introduction of formal reviews which is missing in this scenario?

A. Management support

B. Participant support

C. Definition and use of metrics to measure the ROI (Return On Investment)

D. Training in the review process

Correct Answer: C

QUESTION 9

The following is the unique "critical" quality risk item that has been identified:

CR-RSK-1. The GUI of the application might accept non-integer values for the input field designed to get the number of bottles from the user.

Test analysis for system testing has just begun and the following test conditions have been identified:

TC-SEL-2. Test the selection of the package sizes TC-SEL-4. Test wrong numbers of bottles for an order TC-CR-RSK-1. Test the accepted values from the input field designed to get the number of bottles from the user

Assume that you have used traceability to determine the logical test cases that cover all the requirements and the single risk item identified in that scenario.

Which of the following is a positive logical test that is complete and correct, and covers the REQ-SEL-4 requirement?

A. Select a 6-bottles package, then try to insert 5 bottles; verify that no error messages are displayed.

B. Select a 6-bottles package, then try to insert 7 bottles; verify that no error messages are displayed.

C. Select a 6-bottles package, then try to insert 7 bottles; verify that the "Invalid number of bottles" message is displayed.

D. Select a 6-bottles package, then try to insert 7 bottles.

Correct Answer: C

QUESTION 10

Assume you are a Test Manager involved in system testing of a CRM application for a Pay-TV company. Currently the application is able to support a proper number of users assuring the required responsiveness. Since the business is expected to grow, you have been asked to evaluate the ability of the application to grow to support more users while maintaining the same responsiveness.

Which of the following tools would you expect to be the most useful at performing this evaluation?

A. Coverage tools

B. Test management tools

C. Static analysis tools

D. Performance tools

Correct Answer: D

QUESTION 11

Consider the following list of statements about audits and management reviews:

I. Audits are usually more effective than management reviews at finding defects.

II. Audits and management reviews have the same main goals, the only difference is related to the roles and level of formality.

III. A typical outcome of an audit includes observations and recommendations, corrective actions and a pass/fail assessment.

IV. An audit is not the appropriate mechanism to use at the code review in order to detect defects prior to dynamic testing.

Which of the following statements is true?

A. I and III are true; II and IV are false;

B. II and III are true; I and IV are false;

C. III and IV are true; I and II are false;

D. I, III and IV are true; II. is false;

Correct Answer: C

QUESTION 12

An agile development team decides to hire a tester who has always worked:

in independent test teams, reporting the problems found in a defect tracking system

in safety-critical projects, with a stronger focus on the quality of the product than on time and budget.

This agile team is focused on short-term goals to get the product released on time and within budget.

Which of the following answers would you expect to be most likely true in this scenario?

A. Agile teams like the presence of a tester in their teams and the tester will be able to adapt to the new context without any issue.

B. The developers will immediately follow the guidelines described by the tester.

C. The tester can continue to report the problems found in a defect tracking system and be more focused on the quality than on time and budget constraints.

D. The tester\\\'s mission could be to verify adherence to requirements, instead of reporting formally the problems in a defect tracking system.

Correct Answer: D

QUESTION 13

You are performing a quality risk analysis for a CSCI (Computer Software Configuration Item) used to implement a CBIT (Continuous Built-In Test) module of a safety-critical system.

During the quality risk analysis, you are trying to identify the ways in which failures of the CBIT module can occur, for each of them trying to determine the potential causes and likely effects, and the risk level (calculated as the product of

three factors: severity, occurrence and detection).

Which of the following risk analysis techniques are you working with?

A. A lightweight product risk analysis technique

B. Failure Mode and Effect Analysis

C. Wide Band Delphi

D. Cost of Exposure

Correct Answer: B

QUESTION 14

Which of the following is an example of the test closure activity indicated as "lessons learned"?

A. Archive all the test results of the acceptance testing phase.

B. Deliver a list of the open defects of a software product released into production to the service desk team.

C. Participate in a meeting at the end of a project aimed at better managing the events and problems of future projects.

D. Deliver an automated regression test suite, used during the system test phase of a software product released into production, to the team responsible for maintenance testing.

Correct Answer: C

QUESTION 15

Your test team consists of four members (Mary, Bob, Mark, Dave) with different interpersonal skills.

The following skills assessment spreadsheet shows the characteristics of the team members with respect to a list of interpersonal-skills (for each characteristic only the member with the highest level of that characteristic is indicated and marked with `X\\'): On the next project a member of your test team will have to perform some routine tasks requiring collaboration with other teams.

Interpersonal Skill	Mary	Bob	Mark	Dave
Individualistic		X		
Unorthodox		X		
Brilliant, creative, strong intellectual power		X		
Disciplined, dutiful	X			
Hard Working	X			
Communicative	X			
Polite	X			
Collaborative	X			
Dynamic				X
Open-minded				X
Result-oriented				X
Fights idleness and inefficiency, exerts pressure				X
Single-minded			X	
Self-starting			X	
Dedicated and uncommunicative			X	

Who in your test team would you expect to be most suitable at doing these tasks?

A. Mary

B. Bob

C. Mark

D. Dave

Correct Answer: A

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