Vendor:ISQI

Exam Code:CTAL-TM_SYLL2012

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

Version: Demo

QUESTION 1

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 2

The main objectives the senior management team wants to achieve are:

-

to reduce the costs associated with dynamic testing

-

to use reviews to ensure that the project is on course for success and following the plan

-

to use reviews as a well-documented and effective bug-removal activity following a formal process with well-defined roles

-

to determine the effectiveness of reviews in terms of phase containment

-

to improve phase containment effectiveness

Which of the following answers would you expect to describe the best way to achieve these objectives?

A.

You should plan for lightweight exit-phase reviews at the end of each development and testing phase, and plan for a process of gathering information from testing to perform an analysis aimed at identifying the larger cluster of defects

B.

You should plan for formal exit-phase reviews at the end of each development and testing phase, and plan for a process of gathering information from testing to perform an analysis aimed at identifying the larger cluster of defects

C.

You should plan for formal exit-phase reviews at the end of each development phase and testing phase, and plan for a process of gathering information from testing to perform an analysis of the bugs found during testing to determine the people responsible for those bugs

D.

You should plan for formal exit-phase reviews at the end of each development and testing phase, and plan for a process of gathering information from testing to perform an analysis of the bugs found during testing to determine the phase in which they have been introduced

Correct Answer: D

QUESTION 3

Consider the following test strategies:

I. Consultative test strategy

II. Reactive test strategy

III. Analytical test strategy

IV. Process-compliant test strategy

Consider also the following examples of test activities:

1.

Prioritize the test cases, based on the results of a FMEA analysis, to ensure early coverage of the most important areas and discovery of the most important defects during test execution

2.

Execute usability testing driven by the guidance of a sample of users (external to the test team)

3.

Perform exploratory testing sessions throughout the system test phase

4.

On an Agile project, execute tests that cover the test conditions identified for each user story of a feature planned for an iteration

Which of the following correctly matches each test strategy with an appropriate example?

A. I-2; II-3; III-4; IV-1

B. I-3; II-2; III-1; IV-4

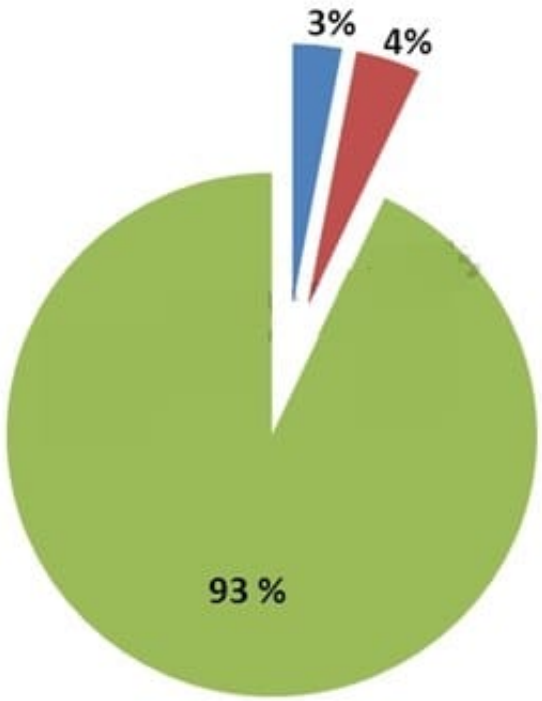
C. I-1; II-2; III-3; IV-4

D. I-2; II-3; III-1; IV-4

Correct Answer: D

QUESTION 4

After the presentation, you are asked to explain the chart. Assume you have applied a full risk-based testing strategy.



Which of the following answers would you expect to best describe the pie chart?

A. All the risk items have been covered with tests. No more risk items remain to test

B. According to the full risk-based testing strategy applied, it is very likely that the highest-risk items, tests and bugs remain in the blue and red areas. Therefore, it is very risky to release the application

C. Only the lowest-risk items, tests and bugs should remain in the blue and red areas. Therefore the application can be released at any time subject to management of the items identified in those areas

D. 97 percent of the risk items has been tested. No open bugs or test failures remain. Only 3 percent of risk items remains to be covered by the remaining test

Correct Answer: C

QUESTION 5

Assume you are managing the system testing phase of a project.

The system test execution period is scheduled to twenty weeks.

All tests are manual tests. You are following a risk-driven test approach.

During the last staff meeting the project manager tells you new deadlines that will not allow completion of all the system tests.

Which of the following would you expect to be the best way to respond to this situation?

A. Prioritize executing the tests for the highest product risks and track these risks

B. Remove testers from your test team, so that they can be assigned to other projects

C. Automate all remaining tests

D. No action is needed, test as much as possible in the remaining time period

Correct Answer: A

QUESTION 6

Assume you are the Test Manager for a new software release of an e-commerce application.

The server farm consists of six servers providing different capabilities. Each capability is provided through a set of web services.

The requirements specification document contains several SLAs

(Service Level Agreements) like the following:

SLA-001: 99.5 percent of all transactions shall have a response time less than five seconds under a load of up-to 5000 concurrent users

The main objective is to assure that all the SLAs specified in the requirements specification document will be met before system release. You decide to apply a risk-based testing strategy and an early risk analysis confirms that performance is

high risk. You can count on a well-written requirements specification and on a model of the system behavior under various load levels produced by the system architect.

Which of the following test activities would you expect to be the less important ones to achieve the test objectives in this scenario?

A. Perform unit performance testing for each single web service

B. Monitor the SLAs after the system has been released into the production environment

C. Perform system performance testing, consisting of several performance testing sessions, to verify if all the SLAs have been met

D. Perform static performance testing by reviewing the architectural model of the system under various load levels

Correct Answer: B

QUESTION 7

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

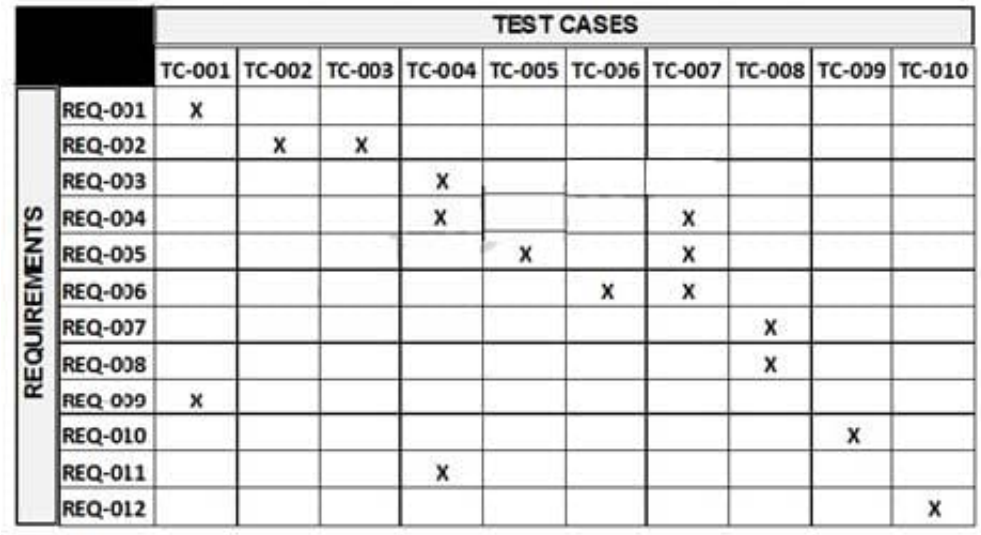
D.

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 8

Assume that the following test cases have been executed at the end of the first week of test execution: TC-001, TC-002 and TC-007. All these tests are `passes\\'.



		TEST CASES									
		TC-001	TC-002	TC-003	TC-004	TC-005	TC-006	TC-007	TC-008	TC-009	TC-010
REQUIREMENTS	REQ-001	X									
	REQ-002		X	X							
	REQ-003				X						
	REQ-004				X			X			
	REQ-005					X		X			
	REQ-006						X	X			
	REQ-007								X		
	REQ-008								X		
	REQ-009	X									
	REQ-010									X	
	REQ-011				X						
	REQ-012										X

What is the MINIMUM number of the remaining test cases that must be successfully executed to fulfill the EX1 exit criteria?

A. 4

B. 5

C. 6

D. 7

Correct Answer: A

QUESTION 9

Consider the following statements describing the importance of improving the test process:

I. Test process improvement is important because being focused only on the test process it can provide recommendations to improve the test process itself, but it can\\'t indicate or suggest improvement to areas of the development process

II. Test process improvement is important because it is much more effective than software process improvement to improve the quality of a software system

III. Test process improvement is important because several process improvement models (STEP, TPI Next, TMMi) have been developed over the years

IV.

Test process improvement is important because every organization, regardless of the context, should always achieve the maximum level of maturity of testing described in the test improvement models such as TMMi Which of the following answers is correct?

A.

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

B.

I., II., III. and IV are false

C.

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

D.

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

Correct Answer: B

QUESTION 10

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 11

Assume you are the Test Manager in charge of independent testing for avionics applications.

You are in charge of testing for a project to implement three different CSCI (Computer Software Configuration Item):

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a BOOT-X CSCI that must be certified at level B of the DO-178B standard

-

a DIAG-X CSCI that must be certified at level C of the DO-178B standard

-

a DRIV-X CSCI that must be certified at level A of the DO-178B standard These are three different software modules written in C language to run on a specific hardware platform. You have been asked to select a single code coverage tool to perform the mandatory code coverage measurements, in order to meet the structural coverage criteria prescribed by the DO- 178B standard. This tool must be qualified as a

verification tool under DO-178B.

Since there are significant budget constraints to purchase this tool, you are evaluating an open- source tool that is able to provide different types of code coverage. This tool meets perfectly your technical needs in terms of the programming

language and the specific hardware platform (it supports also the specific C-compiler).

The source code of the tool is available.

Your team could easily customize the tool to meet the project needs. This tool is not qualified as a verification tool under the DO-178B.

Which of the following are the three main concerns related to that open-source tool selection?

A. Does the tool support all the types of code coverage required from the three levels A, B, C of the DO-178B standard?

B. Does the tool have a good general usability?

C. What are the costs to qualify the tool as a verification tool under the DO-178B?

D. Is the installation procedure of the tool easy?

E. Does the tool require a system with more than 4GB of RAM memory?

F. Is the licensing scheme of the tool compatible with the confidentiality needs of the avionics company?

Correct Answer: ACF

QUESTION 12

Which of the following statements best describes an appropriate approach for managing exploratory testing? Number of correct responses: 1

A. Define very detailed mission statements, which allow testing work to be broken into sessions of up to 10 minutes duration in which testing is guided by these mission statements

B. Break the testing work in 30 to 120 minutes sessions and use properly defined mission statements consisting of two

or three sentences to guide testing during these sessions

C. Define very generic charters to drive exploratory testing sessions of 2 days where testers are completely free to decide what to test

D. Exploratory testing should not be managed because such testing is inherently unmanageable and not measurable

Correct Answer: B