

CTAL-TM_SYLL2012^{Q&As}

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

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QUESTION 1

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 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

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 4

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 5

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

A. In TMMi all the process areas at lower levels must be 75% complete by achieving specific and generic goals in order to claim the higher level

B. TMMi provides an approach for test process improvement such as the IDEAL (Initiating, Diagnosing, Establishing, Acting and Learning) model

C. TMMi has a staged architecture for process improvement with seven maturity levels

D. At TMMi level 1 testing is chaotic without a defined process, and it is often seen as the same as debugging

Correct Answer: D

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