

# TM12<sup>Q&As</sup>

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

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### QUESTION 1

You are the Test Manager of a new project that will have three formal levels of testing: unit, integration and system testing. The testing strategy you decide to adopt a blend of risk-based testing and reactive testing strategies.

Which of the following answers describes the most consistent example of implementation of this test strategy during the execution of the system tests?

- A. Your test team executes exploratory tests following a session-based test management approach throughout the system test phase.
- B. Your test team executes system tests under the guidance of a sample of users throughout the system test phase.
- C. Your test team executes scripted tests designed and implemented before the execution of the system test phase, to cover the identified product risks. It also performs exploratory testing sessions throughout the system test phase.
- D. Your test team autonomously performs some exploratory testing sessions and, at the very end of the system testing phase, it also executes more system tests under the guidance of a sample of users.

Correct Answer: C

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### QUESTION 2

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

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### QUESTION 3

Which of the following would you expect to be most likely an example of a demotivating factor for testers? (Choose two.)

- A. The management asks the testers to be kept informed about the intensity, quality and results of testing.
- B. The testers\' recommendations to improve the system or its testability are adopted by the development team.
- C. The same regressions tests are manually executed by the same testers, for every product release, without regression test tools.
- D. The testers are assessed on whether and how often they detect important and critical failures.
- E. Test quality is measured by counting the number of customer/user reported problems.

Correct Answer: CE

**QUESTION 4**

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
<b>Technical Expertise</b>				
Programming - C / VB	E	E	E	NI
Programming - C++, Java	E	E	B	NI
Shell Scripting	E	E	B	NI
<b>Testing Skills</b>				
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
<b>Professionalism</b>				
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

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#### QUESTION 5

The following are the requirements identified as "critical":

REQ-SEL-001. The user shall be able to combine all the three products with all the four durations to define an item to purchase. REQ-SEL-002. The user shall be able to add a maximum of six different items to the shopping cart. REQ-PUR-001. The user shall be able to purchase all the items in the shopping cart using a credit voucher. REQ-PUR-002. The user shall be able to purchase all the items in the shopping cart using the available credit already charged on the smartcard. REQ-PUR-003. The user shall be able to purchase all the items in the shopping cart using all the accepted credit cards (Visa, MasterCard and Great Wall Card). REGLOGO-001. The user shall be able to logout (by clicking the logout button) from both the "select" and "purchase" pages going back to the "browse" page (anonymous navigation).

Moreover, the following quality risk item has been identified as "critical":

QR-P1. The web customer portal might not be able to provide the expected response time (less than 10 sec) for the purchase transactions under a load of up-to 1000 concurrent users.

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

TC-SEL-01. Test the combinations of products and durations to define an item to purchase TC-SEL-02. Test the maximum number of items, which can be added to the shopping cart TC-PUR-01. Test the purchase of an item TC-PUR-02. Test the purchase of an item with the credit charged on the smartcard

What is the MINIMUM number of test conditions that must be added to fulfill both the EXCR1 and EXCR2 exit criteria?

- A. 1
- B. 2
- C. 3
- D. 4

Correct Answer: C

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