CTAL-TM_SYLL2012 Q&As

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

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QUESTION 1

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) REG-LOGO-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

QUESTION 2

Which of the following information would you expect to be the most useful to perform a defect clustering analysis?

A. The trend in the lag time from defect reporting to resolution

B. The defect component information

C. The lifecycle phase in which the defect has been introduced

D. The defect removal efficiency information

Correct Answer: B

QUESTION 3

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 non-functional 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 4

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

QUESTION 5

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

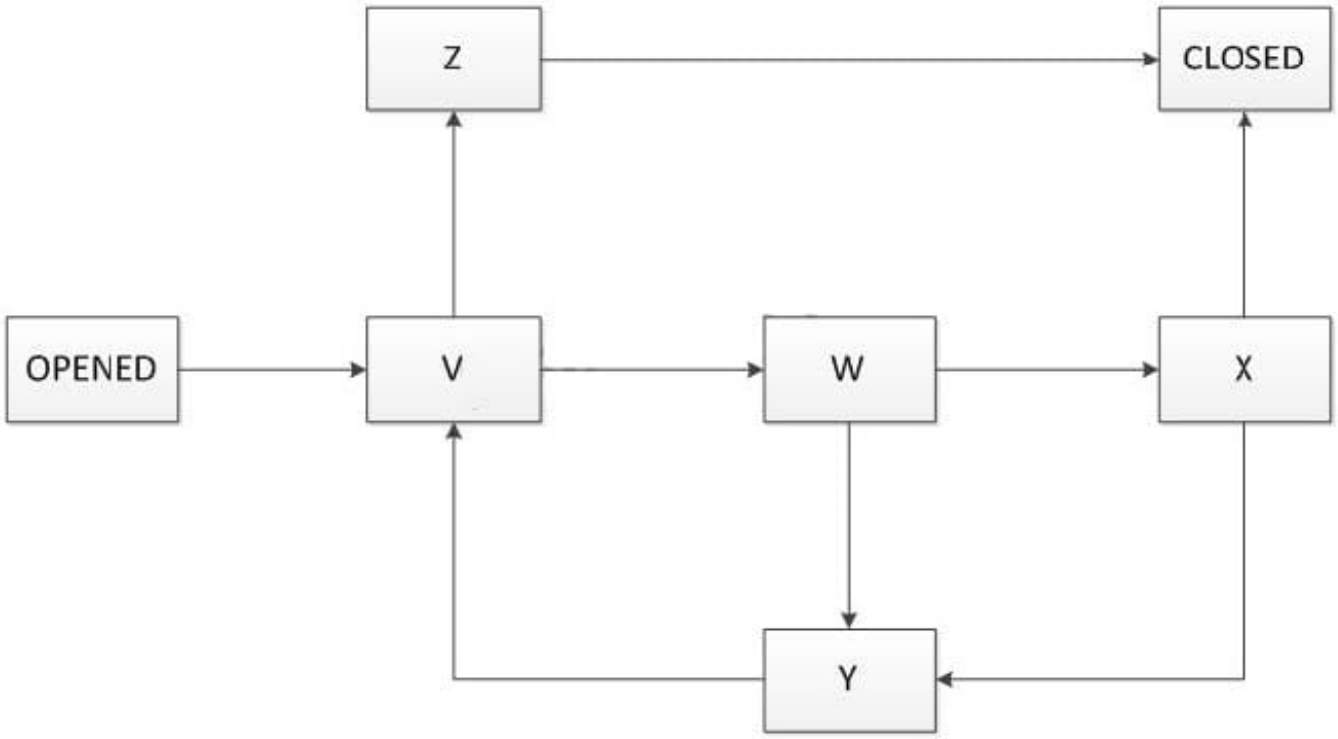
QUESTION 6

Assume you are working on a defect management process to be used by a software organization to track the current status of the defects reports for several projects.

When a defect is found for investigation a defect report is created in "Opened" state that is the unique initial state. The defect report status has also a unique finale state that is the "Closed" state.

The following state transition diagram describes the states of this defect management process:

Where only the initial ("Opened") and final ("Closed") states are indicated while the remaining states (V, W, X, Y, Z) have yet to be named.



Which of the following assignments would you expect to best complete the defect management process?

A. V=Rejected , W=Corrected , X=Validated, Y=Re-Opened, Z=Assigned

B. V=Assigned, W=Validated , X=Corrected, Y=Re-Opened, Z=Rejected

C. V=Assigned, W=Corrected , X=Validated, Y=Re-Opened, Z=Rejected

D. V= Corrected, W=Assigned, X=Validated, Y=Corrected, Z=Rejected

Correct Answer: C

QUESTION 7

Assume that you are the Test Manager for a small insurance application development project.

You have decided to adopt a risk-based testing strategy: 5 product risks (R1, R2, R3, R4, R5) have been identified and their levels of risk have been assessed. 10 test cases (T1, ..., T10) have been designed to cover all the product risks.

The following table shows the risk level and the test cases associated to the identified product risks (higher risk level means higher risk):

You are not confident with the assessment of the risk level and you suspect that it will be possible to find high-priority bugs in low-risk areas.

Product risk	Risk level	Test Cases
R1	25	T1, T2
R2	12	T3, T4
R3	10	T5, T6
R4	8	T7, T8
R5	2	T9, T10

Furthermore the period for test execution is very short. Your goal is to test all the product risks in a risk-based way, while assuring that each product risk gets at least some amount of testing. Which of the following answers describes the best test execution schedule in this scenario?

A. T1, T2, T3, T4, T5, T6, T7, T8, T9, T10

B. T1, T3, T5, T7, T9, T2, T4, T6, T8, T10

C. T10, T9, T8, T7, T6, T5, T4, T3, T2, T1

D. T10, T8, T6, T4, T2, T9, T7, T5, T3, T1

Correct Answer: B

QUESTION 8

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):

-

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 9

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 10

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 11

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 12

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 13

In the test strategy document your organization declares:

-

To adopt a V-model development lifecycle, with three formal levels of testinG. unit, integration and system testing

-

To use a blended risk-based and regression-averse testing strategy for each level of testing

The following is an excerpt of the "approach" section for the system test plan document of a new project:

"Testing will only use manual tests. Due to the short period of time for test execution, the following activities will be performed in parallel with test execution: Test planning, test analysis and test design.

Basic metrics will be taken for test effort (i.e. person-hours), test cases executed (passed/failed), and incidents (no more metrics, such as code coverage, will be collected)."

In the system test plan, no deviations from the test strategy are described.

Based only on the given information, which of the following statements is true?

A.

The approach described in the system test plan document is consistent with the test strategy

B.

The approach described in the system test plan document is consistent with the risk-based testing strategy, but it is inconsistent with the regression testing strategy

C.

The approach described in the system test plan document is consistent with the regression testing strategy, but it is inconsistent with the risk-based testing strategy

D.

The approach described the system test plan document is inconsistent with both the risk-based and regression testing strategies

Correct Answer: D

QUESTION 14

Which of the following statements describing the consequences of specifying test conditions at a detailed level is NOT true?

A. In an environment where the test basis is continuously changing, it is recommended to specify test conditions at a detailed level in order to achieve a better maintainability

B. The specification of test conditions at a detailed level can be effective when no formal requirements or other development work products are available

C. The specification of test conditions at a detailed level can require the implementation of an adequate level of formality across the team

D. For system testing, the specification of test conditions at a detailed level, carried out early in the project as soon as the test basis is established, can contribute to defect prevention

Correct Answer: A

QUESTION 15

You are the Test Manager for a project to develop a web customer portal of a Pay-TV company that allows customers (with a smartcard and a set-top box) to purchase digital contents.

In the "select" page the system displays a dialogue where the customer can select the items (digital contents) he/she is interested in. In this page he/she can add one or more items to a shopping cart. An item consists of a product and a

duration.

There are three types of products: Movie, sport and premium (movie and sport).

There are four possible durations: 1 months, 2 months, winter (from the beginning of January to end of March) and summer (from the beginning of July to end of September).

All the combinations of products and durations are allowed to define an item. Thus there are twelve possible items. A maximum of six different items can be added to the shopping cart at a time.

When the customer decides to check out he/she goes to the "purchase" page where he/she can pay the total amount of the shopping cart in three different ways:

-

using a credit voucher

-

using a credit already charged on the smartcard

-

using a credit card (accepted credit cards are. Visa, MasterCard and Great Wall Card)

The customer can logout from both the "select" and "purchase" pages. In this case no purchase is made.

You decide to apply a blended risk-based and reactive testing strategy and the following is a subset of the exit criteria for system testing:

EXCR1- Each "critical" quality risk item must be covered by at least one test condition

EXCR2- Each "critical" requirement must be covered by at least one test condition

You are following a risk-based testing strategy. The test execution time is very limited. Assume that all the product risk items require more or less the same level of test effort.

Product Risk Item	Likelihood	Impact
The system does not accept transactions coming from the IVR channe	1	5
The system does not correctly charge a Smart Card with the required contents	2	5
The system does not activate a pre-activated Smart Card	3	5
The system does not pre-activate a Smart Card	5	3

Which of the following answers describes the best execution schedule in this scenario?

A. 1- Test the acceptance of transactions coming from the IVR channel 2- Test the correct charge of the Smart Card with the required contents 3- Test the correct pre-activation of the Smart Card 4- Test the correct activation of the Smart Card

B. 1- Test the correct pre-activation of the Smart Card 2- Test the correct charge of the Smart Card with the required contents 3- Test the correct activation of the Smart Card 4- Test the acceptance of transactions coming from the IVR channel

C. 1- Test the correct activation of the Smart Card 2- Test the correct pre-activation of the Smart Card 3- Test the correct charge of the Smart Card with the required contents 4- Test the acceptance of transactions coming from the IVR channel

D. 1- Test the correct pre-activation of the Smart Card 2- Test the correct activation of the Smart Card 3- Test the correct charge of the Smart Card with the required contents 4- Test the acceptance of transactions coming from the IVR channel

Correct Answer: D