

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

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

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### QUESTION 1

You are working on a project to develop an authentication system for an e-commerce website. This system provides two features: Registration and authentication. Two different development teams develop these two features.

There is a high likelihood that the delivery of the authentication feature to the test team will be three weeks later. To complete the registration the user must provide the following registration inputs: Name, surname, birthdate, fiscal code and he/she can select a username and a password.

A registered user can be a special user or a normal user. To be identified as a special user, he/she must also provide, during the registration process, a voucher possibly received from the IT department.

Access is granted only if a user is registered and the password is correct: In all other cases access is denied. If the registered user is a special user and the password is wrong, a special warning is shown on the system console.

You are currently performing a quality risk analysis using FMEA.

Based only on the given information, which of the following is NOT a product risk that could be identified during the quality risk analysis?

- A. The late delivery of the authentication feature to the test team causes delays in the start of test execution and this could result in a shorter test period.
- B. The authentication system denies access for a special user with a wrong password, but doesn't display a special warning on the system console.
- C. The authentication system grants access to a normal user with a wrong password.
- D. The authentication system grants access to a special user with a wrong password.

Correct Answer: A

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### QUESTION 2

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

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### QUESTION 3

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

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#### QUESTION 4

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

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#### 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**

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): Which of these people, based on this analysis, would you expect to be most suitable to work specifically as test designer?

| Testing Skills                    | Alex        | Roberta     | John        | Mark        |
|-----------------------------------|-------------|-------------|-------------|-------------|
| <b>Planning</b>                   |             |             |             |             |
| Estimation and Cost of Quality    | 3           | 2           | 2           | 5           |
| Documentation                     | 3           | 3           | 2           | 5           |
| Quality Risk Analysis/ Management | 2           | 3           | 2           | 5           |
| <b>Design/Development</b>         |             |             |             |             |
| Behavioral (Black-Box)            | 3           | 5           | 2           | 2           |
| Structural (White-Box)            | 3           | 5           | 3           | 1           |
| Static (Reviews and Analysis)     | 3           | 4           | 3           | 2           |
| <b>Test Automation</b>            |             |             |             |             |
| COTS Execution Tools              | 5           | 2           | 4           | 3           |
| COTS Test Management              | 5           | 2           | 4           | 3           |
| Test Data Generators              | 5           | 2           | 4           | 3           |
| <b>Execution</b>                  |             |             |             |             |
| Manual (Scripted and Dynamic)     | 3           | 3           | 4           | 3           |
| Automated                         | 3           | 3           | 4           | 3           |
| Test Status Reporting and Metrics | 2           | 4           | 4           | 3           |
| <b>Average Testing Skills</b>     | <b>3,36</b> | <b>3,17</b> | <b>3,17</b> | <b>3,15</b> |

- A. Alex
- B. Roberta
- C. John
- D. Mark

Correct Answer: B

### QUESTION 7

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

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### QUESTION 8

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

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

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

Correct Answer: A

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### QUESTION 9

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? (Choose three.)

- A. Does the tool support all the types of code coverage required from the three levels A, B, C of the DO178B 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

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#### QUESTION 10

Which of the following statements describing how identified product quality risks should be mitigated and managed, is true?

- A. The extent of re-testing and regression testing activities should be based on the risk level.
- B. The identification of new risks, the re-assessment of the level of existing risks and the evaluation of the effectiveness of risk mitigation activities should only occur at the very beginning of a project.
- C. Risk mitigation of product quality risks can be effective only after starting test execution.
- D. The priority of the development and execution of tests should not be based on the risk level but only on the likelihood.

Correct Answer: A

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#### QUESTION 11

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

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## QUESTION 12

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

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**QUESTION 13**

Which of the following statements represents the most effective contribution of the stakeholders to the completion of the failure mode analysis table?

| Potential Failure Mode(s) - Quality Risk(s)     | Priority | Severity | Detection | Detection Method(s) |
|---|----------|----------|-----------|---------------------|
| Fails to connect to the PCMCIA card             |          | 3        |           | Test; Debug         |
| Fails to transfer the maps from the PCMCIA card |          | 3        |           | Test; Debug         |
| Fails to load the transferred map               |          | 3        |           | Test; Debug         |
| Fails to switch from one map to another         |          | 2        |           | Test;               |

- A. The aircraft pilot and the customer representative should contribute to assess the detection. The chief software engineer, the system architect and the expert tester should contribute to assess the priority.
- B. The aircraft pilot and the customer representative should contribute to assess the priority. The chief software engineer, the system architect and the expert tester should contribute to assess the detection.
- C. The system architect and the chief software engineer should contribute to assess the priority. The expert tester is the only one who should contribute to assess the detection.
- D. The aircraft pilot is the only one qualified to contribute to assess the priority and thus should be assigned this task. The customer representative should contribute to assess the detection.

Correct Answer: B

**QUESTION 14**

Based on the historical data of 5 past and similar projects, you have calculated these average numbers of defects detected in system testing:

for each 10000 LOC (lines of code), 200 defects for each person-month of development team effort, 49 defects

You want to use this information to perform estimation for a new project.

The project manager tells you that he/she has estimated 20000 new LOC for this new project.

Four developers work for four months on this project before system testing.

During system testing, 797 defects are discovered.

Assume that the system test of this new project is using the same amount of work as spent in the past projects.

Based on this information only, which of the following statement is certainly true about this project?

- A. The code for the new project contains a higher defect density than the code of the past projects.
- B. The number of defects found during the system test phase on the new project is approximately proportional to the development team effort.



C. 40000 LOC have been delivered to system testing (against the 20000 LOC planned by the project manager).

D. More LOC than planned have been delivered to system testing with a higher defect density than the past projects.

Correct Answer: B

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#### QUESTION 15

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

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