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

ISTQB ATM

Version Demo

Total Demo Questions: 9

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## Topic Break Down

<b>Topic</b>	<b>No. of Questions</b>
<b>Topic 1, Testing Process</b>	<b>14</b>
<b>Topic 2, Test Management</b>	<b>24</b>
<b>Topic 3, Reviews</b>	<b>4</b>
<b>Topic 4, Defect Management</b>	<b>4</b>
<b>Topic 5, Improving the Testing Process</b>	<b>5</b>
<b>Topic 6, Test Tools and Automation</b>	<b>5</b>
<b>Topic 7, People Skills – Team Composition</b>	<b>8</b>
<b>Total</b>	<b>64</b>

## QUESTION NO: 1

You are the Test Manager of a project that adopts a V-model with four formal levels of testing: unit, integration, system and acceptance testing.

On this project reviews have been conducted for each development phase prior to testing, which is to say that reviews of requirements, functional specification, high-level design, low-level design and code have been performed prior to testing.

Assume that no requirements defects have been reported after the release of the product.

Which TWO of the following metrics do you need in order to evaluate the requirements reviews in terms of phase containment effectiveness?

K3 2 credits

- A. Number of defects found during the requirements review
- B. Total number of defects attributable to requirements found during unit, integration, system and acceptance testing
- C. Total number of defects found during functional specification review, high-level design review, low-level design review, code review, unit testing, integration testing, system testing and acceptance testing
- D. Time to conduct the requirements review
- E. Total number of defects attributable to requirements, found during functional specification review, high-level design review, low-level design review, code review, unit testing, integration testing, system testing and acceptance testing

**ANSWER: A E**

## QUESTION NO: 2

Assume you are managing a test automation project for a mission-critical system.

Because vendor provided tools and open source solutions don't meet the needs of this project, you ask your test team to develop a custom automation framework.

Which of the following management issues associated to the development of this custom automation framework is least likely to manage?

K2 1 credit

- A. Proper testing for the custom automation framework must be performed
- B. The custom automation framework will require an adequate documentation
- C. The changes to the custom automation framework should be communicated to all external users of this tool under the GNU license
- D. The custom automation framework will need proper maintenance

**ANSWER: C**

## QUESTION NO: 3

Consider an information system of a Pay-Tv company based on a SOA architecture.

The integrated system currently consists of three core systems:

- a CRM (Customer Relationship Management) system
- a BRM (Billing and Revenue Management) system
- a CAS (Conditional Access System) system all of them communicating with SOA Middleware.

You have been asked to manage the testing activities for the integration of two additional off-the-shelf systems from two different vendors: a SMS (Short Message Service) server and an IVR (Interactive Voice Response) system.

Assume that there is a high likelihood that the two off-the-shelf systems will be low-quality and that you have a clear proof that the testing performed by the two vendors on their systems has been unsystematic and unprofessional. This obviously leads to higher quality risk for the overall integrated system.

You are the Test Manager of this project. Your main goal is to plan for testing activities to mitigate this risk.

Which of the following answers best describes the test activities (assuming it is possible to perform all of them) you should plan for?

K4 3 credits

- A.** You should plan for an informal and minimal acceptance test of the two off-the-shelf systems and then a single end-to-end test of the overall integrated system
- B.** You should directly plan for a single end-to-end test focused on end-to-end tests of the overall integrated system without an acceptance test of the two off-the-shelf systems
- C.** You should plan for two levels: a system integration test and an end-to-end test of the overall integrated system
- D.** You should plan for adequate re-testing of both the systems followed by a system integration test and an end-to-end test of the overall integrated system

**ANSWER: D**

## QUESTION NO: 4

During the system testing phase a tester from your test team observes a failure in the system under test and he/she decides to create an incident report. The incident report is currently in a "new" state, indicating it needs to be investigated.

Which THREE of the following information items can't yet be present in the incident report?

K3 2 credits (2 credits out of 3 credits correct, 1 credit point)

- A.** The type of defect that caused the failure
- B.** The actual and the expected result highlighting the failure

- C. The lifecycle phase in which the defect has been introduced
- D. What really caused the failure (actual cause)
- E. Steps to reproduce the failure, including screenshots, database dumps and logs where applicable

**ANSWER: A C D**

## QUESTION NO: 5

Which of the following would you expect to be most likely an example of a demotivating factor for testers?

K2 1 credit

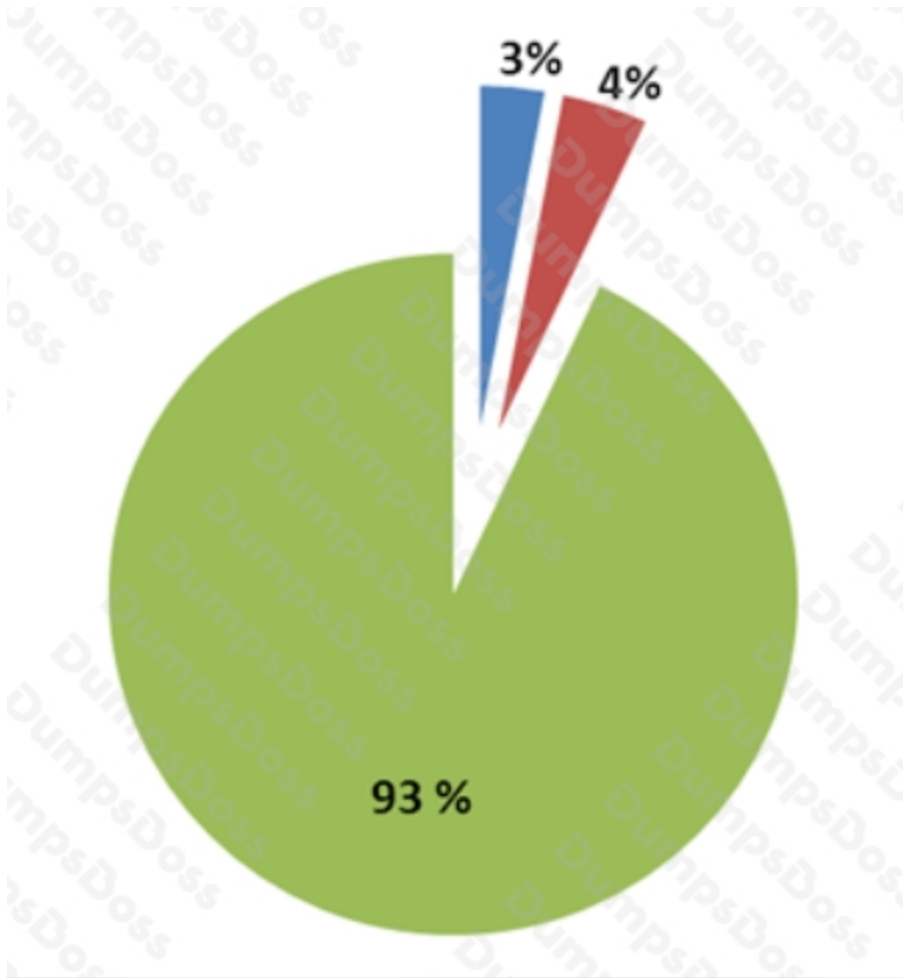
- A. The management asks the testers to be kept informed about the intensity, quality and results of testing
- B. The testers' recommendations to improve the system or its testability are adopted by the development team
- C. The same regressions tests are manually executed by the same testers, for every 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.

**ANSWER: C E**

## QUESTION NO: 6

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?

K4 3 credits

- 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

**ANSWER: C**

## QUESTION NO: 7

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?

K2 1 credit

- 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;

- E. 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?

K2 1 credit

**ANSWER: C**

## QUESTION NO: 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?

K4 3 credits (2 credits out of 3 credits correct, 1 credit point)

- 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?

**ANSWER: A C F**

## QUESTION NO: 9

You are performing a quality risk analysis for a CSCI (Computer Software Configuration Item) used to implement a CBIT (Continuous Built-In Test) module of a safety-critical system.

During the quality risk analysis you are trying to identify the ways in which failures of the CBIT module can occur, for each of them trying to determine the potential causes and likely effects, and the risk level (calculated as the product of three factors: severity, occurrence and detection).

Which of the following risk analysis techniques are you working with?

K2 1 credit

- A. A lightweight product risk analysis technique
- B. Failure Mode and Effect Analysis
- C. Wide Band Delphi
- D. Cost of Exposure

**ANSWER: B**