



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).

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 2

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 3

You are managing the system testing for a SOA based system. The integrated system consists of several subsystems:

-

A SOA middleware

-

A CRM (Customer Relationship Management) system

-

A BRM (Billing and Revenue Management) system

-

A SMS (Subscriber Management System) system and you performed a risk analysis based on these subsystems.



	Test risk scores				Bug risk scores		
	Total	Pass	Failed	Not Run	Total	Open	Resolved
SOA	80,60	75,60	1,20	3,80	11,70	0,80	10,90
CRM	50,10	18,80	3,20	28,10	14,90	0,70	14,20
BRM	19,20	18,20	0,20	0,80	2,00	0,10	1,90
SMS	19,80	17,10	0,50	2,20	2,10	0,20	1,90

At the end of the scheduled period for test execution you produce a first classical report based on the traditional metrics of testing. Test pass/fail status and bug status (open/resolved) That table provides you a distorted picture of the quality

risk, because there is no indication of the risk level of the failed tests, the tests not run, or the open bugs. Thus, you produce the following table to solve this distortion issue:

In the table above, where you have introduced the concept of risk weighting, the highest risk test or bug report has a score of 1, while the lowest risk test or bug report has a score of 0.04.

Which of the following subsystems, based on the risk scores of the table, is most risky?

- A. SOA
- B. CRM
- C. BRM
- D. SMS

Correct Answer: B

QUESTION 4

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 5

Assume you are working on a CAS (Conditional Access System) for Pay-TV that allows the access, selection and transfer of services and media to authorized users. Authorized users can choose their services through different channels:

Web Customer Portal, IVR (Interactive Voice Response), Call Centre and SMS. The system uses a Smart Card to receive and decrypt the broadcasted encrypted control words which allow decrypting pay-per-view TV. Every authorized user

must have a Smart Card and a Set-Top Box to view the contents.

The following is an excerpt from the product risk analysis document:

Both likelihood and impact have been rated on the following scale: (1 ?Very low, 2 ?Low, 3 ?Medium, 4 ?High, 5 ?Very High).

The required test environment and code have been delivered. All test cases for each identified product risk item have been written and are ready to be executed. The Database used to contain the Smart Cards is empty and so only new Smart

Cards can be used during test execution.

A Smart Card can only be activated if it has been previously pre-activated. This means the post- conditions for the execution of the test cases to test the pre-activation of the Smart Card are the pre-conditions for activation of the Smart Card.

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



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