



ATM^{Q&As}

Advanced Test Manager

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QUESTION 1

The main objectives the senior management team wants to achieve are:

- to reduce the costs associated with dynamic testing
 - to use reviews to ensure that the project is on course for success and following the plan
 - to use reviews as a well-documented and effective bug-removal activity following a formal process with well-defined roles
 - to determine the effectiveness of reviews in terms of phase containment
 - to improve phase containment effectiveness
- Which of the following answers would you expect to describe the best way to achieve these objectives? K4 3 credits

A.

You should plan for lightweight exit-phase reviews at the end of each development and testing phase, and plan for a process of gathering information from testing to perform an analysis aimed at identifying the larger cluster of defects

B.

You should plan for formal exit-phase reviews at the end of each development and testing phase, and plan for a process of gathering information from testing to perform an analysis aimed at identifying the larger cluster of defects

C.

You should plan for formal exit-phase reviews at the end of each development phase and testing phase, and plan for a process of gathering information from testing to perform an analysis of the bugs found during testing to determine the people responsible for those bugs

D.

You should plan for formal exit-phase reviews at the end of each development and testing phase, and plan for a process of gathering information from testing to perform an analysis of the bugs found during testing to determine the phase in which they have been introduced

Correct Answer: D

QUESTION 2

Consider an agile team adopting Extreme Programming (XP) with five developers and one tester without



any coding experience.

To which of the following activities would you expect the tester will contribute most?

K2 1 credit

- A. Developing unit tests
- B. Executing unit tests
- C. Planning and executing tests during the integration test phase to detect interface defects
- D. Supporting the customer in the execution of acceptance testing

Correct Answer: D

QUESTION 3

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;

Correct Answer: C

QUESTION 4

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

You have decided to adopt a risk-based testing strategy and 5 product risks (R1, R2, R3, R4, and R5) have been identified during the quality risk analysis.

The following table shows the risk level associated to these product risks (higher numbers mean higher risk):



Product risk	Risk level
R1	12
R2	25
R3	4
R4	20
R5	25

55 test cases have been designed and implemented to cover all these 5 product risks. The coverage is described in a traceability matrix.

This is the test execution status table, after the after the first week of test execution:

About 56% of the planned test cases have been successfully executed.

Assume that no additional product risks have been identified during the first week of test execution.

Product risk	Test cases				Defects	
	Planned	Run	Passed	Failed	Found	Fixed
R1	25	13	12	1	1	0
R2	12	7	6	1	1	0
R3	8	8	8	0	0	0
R4	5	2	2	0	0	0
R5	5	4	3	1	1	0

Which of the following answers would you expect to best describe the residual risks associated with the identified product risks, at the end of the first week of test execution?

K3 2 credits

- A. Since R3 is the only risk for which all test cases have passed, the risk has been reduced by 20%
- B. The test execution status table indicates that the risk has been reduced by 56%
- C. The residual risk level can't be determined, because it requires that all the test cases have been executed
- D. The test execution table doesn't give an indication of the risk level of the open defects and the test cases that failed or are not run yet

Correct Answer: D

QUESTION 5

Your test team consists of four members (Mary, Bob, Mark, Dave) with different interpersonal skills.



The following skills assessment spreadsheet shows the characteristics of the team members with respect to a list of interpersonal-skills (for each characteristic only the member with the highest level of that characteristic is indicated and marked with 'X'):

Interpersonal Skill	Mary	Bob	Mark	Dave
Individualistic		X		
Unorthodox		X		
Brilliant, creative, strong intellectual power		X		
Disciplined, dutiful	X			
Hard Working	X			
Communicative	X			
Polite	X			
Collaborative	X			
Dynamic				X
Open-minded				X
Result-oriented				X
Fights idleness and inefficiency, exerts pressure				X
Single-minded			X	
Self-starting			X	
Dedicated and uncommunicative			X	

On the next project a member of your test team will have to perform some routine tasks requiring collaboration with other teams.

Who in your test team would you expect to be most suitable at doing these tasks?

K4 3 credits

- A. Mary
- B. Bob
- C. Mark
- D. Dave

Correct Answer: A