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Advanced Test Manager

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QUESTION 1

Which of the following statements, about the test reporting activities for a project adopting an iterative lifecycle model with very short iterations (e.g. two weeks iterations), is correct?

K2 1 credit

- A. Test reporting activities can't be influenced by the use of an iterative lifecycle model with short iterations
- B. Test reporting activities are not important for projects adopting an iterative lifecycle model with short iterations
- C. Test reporting activities are less important for projects adopting an iterative life cycle model with short iterations. They should be performed at the end of the last iteration
- D. Test reporting activities are still important with an iterative lifecycle. The reports can be used to conduct post-iteration review sessions before starting with the next iteration

Correct Answer: D

QUESTION 2

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?

K4 3 credits

- 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

QUESTION 3

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?

K4 3 credits

A. Alex



B. Roberta

C. John

D. Mark

Correct Answer: B

QUESTION 4

Which of the following statements about management of product quality risks in mature organizations with respect to the lifecycle, is true?

K2 1 credit

A. Mature organizations address product quality risks associated to non-functional characteristics only during the system test phase

B. Mature organizations are aware that the contribution of testing to analysis of product quality risks is very important. The analysis should occur throughout the entire lifecycle

C. Mature organizations don't waste time identifying the sources of risks. They only focus on identifying product quality risks

D. Mature organizations are aware that risk management of product quality risks only occurs during testing

Correct Answer: B

QUESTION 5

An agile development team decides to hire a tester who has always worked

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in independent test teams, reporting the problems found in a defect tracking system

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in safety-critical projects, with a stronger focus on the quality of the product than on time and budget. This agile team is focused on short-term goals to get the product released on time and within budget.

Which of the following answers would you expect to be most likely true in this scenario?

K2 1 credit

A. Agile teams like the presence of a tester in their teams and the tester will be able to adapt to the new context without any issue

B. The developers will immediately follow the guidelines described by the tester

C. The tester can continue to report the problems found in a defect tracking system and be more focused on the quality than on time and budget constraints



D. The tester's mission could be to verify adherence to requirements, instead of reporting formally the problems in a defect tracking system

Correct Answer: D

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