

BCS Exam TM12

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

Version: 7.0

[Total Questions: 64]



Topic break down

Topic	No. of Questions
Topic 1: Testing Process	14
Topic 2: Test Management	26
Topic 3: Reviews	6
Topic 4: Defect Management	4
Topic 5: Improving the Testing Process	3
Topic 6: Test Tools and Automation	4
Topic 7: People Skills – Team	7
Composition	



Topic 1, Testing Process

Question No : 1 - (Topic 1)

You are not confident with the assessment of the risk leveland you suspect that it will be possible to find high-priority bugs in low-risk areas.

Furthermore the period for test execution is very short. Your goal is to test all the product risks in a risk-based way, while assuring that each product risk gets at least some amount of testing.

Product risk	Risk level	Test Cases		
R1	25	T1, T2		
R2	12	T3, T4		
R3	10	T5, T6		
R4	8	T7, T8		
R5	2	T9, T10		

Which of the following answers describes the best test execution schedule in this scenario?

Number of correct responses: 1

K32 credits

A. T1, T2, T3, T4, T5, T6, T7, T8, T9, T10

B. T1, T3, T5, T7, T9, T2, T4, T6, T8, T10

C. T10, T9, T8, T7, T6, T5, T4, T3, T2, T1

D. T10, T8, T6, T4, T2, T9, T7, T5, T3, T1

Answer: B

Question No : 2 - (Topic 1)

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 testconditions that must be added to fulfill both the EXCR1 and EXCR2 exit criteria?

Number of correct responses: 1

K32 credits

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

Answer: A

Question No: 3 - (Topic 1)

Testing Process

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 testactivities (assuming it is possible to perform all of them) you should plan for?

Number of correct responses: 1

K43 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 - (Topic 1)

Assumethat the following test cases have been executed at the end of the first week of test execution: TC-001, TC-002 and TC-007. All these tests are 'passes'.

What is the MINIMUM number of the remaining test cases that must be successfully executed to fulfillthe EX1 exit criteria?

		TEST CASES									
		TC-001	TC-002	TC-003	TC-004	TC-005	TC-006	TC-007	TC-008	TC-009	TC-010
	REQ-001	X									
	REQ-002		x	х							
	REQ-003				х						
13	REQ-004				x			x			
I ==	REQ-005					x		x			
	REQ-006						x	x			
	REQ-007								X		
ğ	REQ-008								X		
~	REQ-009	x									
	REQ-010									Х	
	REQ-011				х						
	REQ-012										X

Number of correct responses: 1

K32 credits

A. 4

B. 5

C. 6

D. 7

Answer: A

Question No : 5 - (Topic 1)

Testing Process

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?

Number of correct responses: 1

K43 credits

- 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

Answer: B

Question No: 6 - (Topic 1)

Testing Process

Which of the following is an example of the test closure activity indicated as "lessons learned"?

Number of correct responses: 1

K21 credit

- **A.** Archive all the test results of the acceptance testing phase
- **B.** Deliver a list of the open defects of a software product released into production to the service desk team
- **C.** Participate in a meeting at the end of a project aimed at better managing the events and problems of future projects
- D. Deliver an automated regression test suite, used during the system test phase of a

software product released into production, to the team responsible for maintenance testing

Answer: C

Question No: 7 - (Topic 1)

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

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

	Test cases				Defects		
Product risk	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?

Number of correct responses: 1

K32 credits

- **A.** Since R3 is the only risk for which all test cases havepassed, 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 testexecution 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

Answer: D

Question No:8 - (Topic 1)

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

Assume that you have used traceability to determine the logical test cases that cover all the requirements and the single risk item identified in that scenario.

Which of the following is a positive logical test that is completeand correct, and covers the REQ-SEL-4 requirement?

Number of correct responses: 1

K32 credits

- **A.** Select a 6-bottles package, then try to insert 5 bottles; verify that no error messages are displayed
- **B.** Select a 6-bottles package, then try to insert 7 bottles; verify that no error messages are displayed
- **C.** Select a 6-bottles package, then try to insert 7 bottles; verify that the "Invalid number of bottles" message is displayed
- **D.** Select a 6-bottles package, then try to insert 7 bottles



Answer: C

Question No: 9 - (Topic 1)

Achart showing the trend in the lag time from defect reporting to resolution during system testing is also available. The chart shows that the daily closure period is consistently and significantly above the rolling closure period for a long period of the system testing phase.

Almost all defects found during system testing have been related to the system as a whole, not related to single units or integrations issues. Almost all quality risks have been addressed during the unit and integration testing phaseand no residual quality risks were present in the integrated system. This has been confirmed by exploratory testing sessions performed during system testing, targeted at finding defects in these quality risk areas.

Based on the given information only, which one of the following areas would you expect to be considered more in the retrospective meeting in order to be improved?

Number of correct responses: 1

K33 credits

- **A.** The requirements review
- **B.** The defect management process
- **C.** The quality risk analysis process
- **D.** The system design and architecture design reviews

Answer: B

Question No : 10 - (Topic 1)

Testing Process

Which of the following statements describing the consequences of specifying test conditions at a detailed levelis NOT true?

Number of correct responses: 1