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**ASTQB**

**TM12**

*ISTQB-BCS Certified Tester Advanced Level - Test Manager*



- 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: 56**

Test Tools and Automation

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? Number of correct responses: 1 K21 credit

- A. Coverage tools
- B. Test management tools
- C. Static analysis tools
- D. Performance tools

**Answer:** D

**QUESTION: 57**

Test Tools and Automation

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?

Number of correct responses: 1 K21 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: 58**

People Skills – Team Composition

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
<b>Planning</b>				
Estimation and Cost of Quality	3	2	2	5
Documentation	3	3	2	5
Quality Risk Analysis/ Management	2	3	2	5
<b>Design/Development</b>				
Behavioral (Black-Box)	3	5	2	2
Structural (White-Box)	3	5	3	1
Static (Reviews and Analysis)	3	4	3	2
<b>Test Automation</b>				
COTS Execution Tools	5	2	4	3
COTS Test Management	5	2	4	3
Test Data Generators	5	2	4	3
<b>Execution</b>				
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? Number of correct responses: 1 K43 credits

- A. Alex
- B. Roberta
- C. John
- D. Mark

**Answer:** B

**QUESTION: 59**

People Skills – Team Composition

Which of the following would you expect to be most likely an example of a demotivating factor for testers? Number of correct responses: 2 K21 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: 60**

People Skills – Team Composition

Which of the following would you expect to be most likely an example of a motivating factor for testers? Number of correct responses: 1 K21 credit

- A. The resources allocated for the testing activities are not sufficient and don't allow the testers to contribute to the quality of the product
- B. The testers contribution to the quality of the software products developed from an organization is recognized with increased responsibilities
- C. The same regressions tests are executed manually by the same testers, for every product release, without any progression in content
- D. The testers are asked to perform, in parallel with their testing tasks, other tasks unrelated to their testing responsibilities

**Answer:** B

**QUESTION: 61**

### People Skills – Team Composition

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? Number of correct responses: 1

K43 credits

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

**Answer:** A

**QUESTION:** 62

### People Skills – Team Composition

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

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

Number of correct responses: 1

K21 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

**Answer:** D

### **QUESTION:** 63

You are using this skills assessment spreadsheet in order to define a training development plan for your test team.

Your objective is to fill the skill gaps by having at least a team member rated as an expert for each skill identified for the “technical expertise” and “testing skills” sections, and with the ability to train the other team members.

Considering the budget constraints you can send only one person to a training course.

Skills	Alex	Robert	John	Mark
<b>Technical Expertise</b>				
Programming - C / VB	E	E	E	NI
Programming - C++, Java	E	E	B	NI
Shell Scripting	E	E	B	NI
<b>Testing Skills</b>				
Test Planning	B	B	E	E
Test Design - Black Box	E	E	E	B
Test Design - White Box	E	E	NI	NI
Test Automation	E	E	E	NI
Performance Testing - Scripting	W	W	NI	NI
Performance Testing - Execution	W	W	NI	NI
Test Status Reporting and Metrics	E	E	E	E
<b>Professionalism</b>				
Test Team Building/Cross-Training	H	L	H	H
Oral Communication	H	M	M	M

Based only on the given information, which of the following answers would you expect to be the best option to achieve your objective? Number of correct responses: 1 K43 credits

- A. Send Robert to a performance testing training course
- B. Send Alex to a performance testing training course
- C. Send John to a performance testing training course
- D. Send Mark to a test automation training course

**Answer:** B

#### **QUESTION:** 64

People Skills – Team Composition

Assume you are managing the system testing execution phase of a project.

The system test execution period for that project is scheduled for eighteen weeks and the release date is scheduled at the end of system testing.

During the sixth week of system test execution, at the staff meeting, the project manager informs you that the project deadlines are changed and the release date that is only three weeks ahead.

This new release will not allow the completion of the system tests. Suppose also that you have followed a risk- driven test approach for this project.

Which of the following statements represents the worst way to lead your test team in the



next three weeks? Number of correct responses: 1  
K21 credit

- A. Neglect your management activities and work side-by-side with your test team executing tests
- B. Considering the executed tests, you should reduce the test coverage back on the risk analysis and adjust downward the priority of the associated risk items
- C. Convince all the people of your test team that each of them is an important and needed member, and that their contribution is fundamental to the success of the team
- D. Favor and encourage a proactive attitude where people ask for new tasks as soon as they finish their current tasks

**Answer:** A

**QUESTION:** 65

Test Tools and Automation

In your organization the following tools of the same vendor are currently in use: a requirements management tool, a test management tool and a bug tracking tool.

You are the Test Manager.

You are currently evaluating a test automation tool of the same vendor (to complete the vendor's tool suite) against an interesting open-source test automation tool under the GNU GPL (General Public License).

There are no initial costs associated to that open-source tool.

Which of the following statements associated to the selection of the open-source tool is correct in this scenario?

Number of correct responses: 1 K21 credit

- A. The open-source tool can be modified but only if the community of developers of that tool gives you the formal permission to modify it
- B. There are no initial costs for the open-source tool but you should carefully consider the costs associated to the integration with the existing tools and also evaluate the recurring costs
- C. There are no initial costs for the open-source tool because open-source tools are usually low-quality, while vendor tools have always a better quality than the corresponding open-source tools
- D. The open-source tool can be modified but it can't be distributed further in any way

**Answer:** B





# SAMPLE QUESTIONS

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