Sample Exam
ISTQB Advanced Test Manager
Answers

Exam Prepared By

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This is exam is worth 115 points. You need 75 to pass.

Question	Answer	Explanation / Rationale	Learning Objective (LO)	Number of Points
1	B	B is correct. Since the vendor is supposed to "test" their software, they should be handling unit, integration and system testing. You will still need to do SIT to be sure the software works with the pharmacy system and acceptance tests.	TM-1.2.1	3
2	A	A is correct. The environment must be capable of measuring / testing load and performance of the system by enlisting the environment architects to ensure specifications are met. B is not correct because this isn't a part of the test objectives although it is an important part of the overall project. C is not correct because the project retrospective will be conducted at the end of the project, not during the planning stages. D is not correct. A RACI matrix is probably needed, but needs to define the responsibilities for all the stakeholders, not just the dev and support teams.	TM-1.2.1	3
3	A	A is correct. Only Risk Item 5, covered by TC 3 and 6 and test cases 3, 7, and 8 have passed. B is not correct because one risk item was successfully tested. C is not correct because TC 2 was not tested because test case 6 was not run. D is not correct because one test case was not yet run.	TM-1.3.1	3
4	C	C is correct. This illustrates mapping from the beginning to end of testing of each objective. A, B, and D are only partial components to complete mapping.	TM-1.3.1	3
5	C	C is correct because the added detail helps to ensure that there's a clear mapping between the test cases, test conditions and test basis. A is incorrect because defining the detailed test conditions usually takes more time than defining high-level conditions. B is not correct because the detailed test conditions are harder to maintain and take more time. D is not correct because more detailed test conditions are required than if high-level test conditions were written.	TM-1.3.2	1
6	B	B is correct. The top down traceability should be from source to source. The source of the test conditions is the requirements. The source of the high-level test cases is the test conditions. The source of the low-level test cases is the high-level test cases.	TM-1.4.1	3
7	C	C is correct. This must occur in order for test design to be conducted. A, B and D all occur after the test design phase, not before.	TM-1.4.1	3
8	A	A is correct. This prioritizes by Sprint, Regulatory and then Risk. B is not correct because this is using pure risk priority without considering the Sprint – so the	TM-1.5.1	3

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		software might not be available to test. C is not correct because this uses Risk within the Regulatory requirement items but does not consider the Sprint. D is not correct because it uses the Business priority within the Sprint but doesn't consider the Regulatory requirements or the Risk.		
9	**D**	D is correct. By scheduling the consultant test team to run automation during non-working hours of your on-shore team, you reduce scheduling constraints on the test environment. A is not correct because the off-shore team is better suited for automation only based on your analysis of skills. B is not correct because a sequential strategy is inefficient. C is not correct. This will cause environment congestion.	TM-1.5.1	3
10	**C**	C is correct. Total number of high risk test cases that passed = 47, failed and not run = 13, overall pass rate = 78.3%. For all test cases, passed = 90, failed and not run = 25, overall pass rate = 78.2%	TM-1.6.1	2
11	**C**	C is correct. In order to assess the progress toward completion and to ensure that the testing results indicate the product is ready for release to the end users, you need to know the test execution results (pass/fail/skipped, etc.) related to the requirements items that are being tested. A is not correct because this won't give you enough information. B is useful information regarding what has been found but doesn't let you determine the test coverage. D is not correct because you still don't know how well the conditions have addressed the requirements and DDE can only be accurately determined after a product is in production.	TM-1.6.1	2
12	**D**	D is correct. The results should be recorded as soon as possible after the test has been executed. In this way the tester still remembers what happened and the aggregate data is always up to date.	TM-1.7.1	1
13	**D**	D is correct. Test artifact handover is a test closure activity	TM-1.8.1	1
14	**C**	C is the correct answer. At this point the team needs to understand why so many regressions were caused. A is not the real problem since the project overran because of the regressions that were introduced. B is not correct because there is no indication that the risk was not evaluated correctly. D is not correct because you will want to do this eventually, but only after the data has been analyzed and areas for improvement identified.	TM-1.8.2	2
15	**C**	C is correct. System test design requires understanding the end to end usage of the system and the business processes. By working with the users on this test development, the testing team will learn what the business does and the business can be helped with	TM-2.2.1	3

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		developing their test cases.		
16	**B**	B is correct. This activity must not be shortened to meet the deployment schedule as it will be the best way for the users to determine if their expectations have been met. A is generally not as helpful because the users will tend to not understand everything that needs to be tested during system testing. C is not helpful as they are unlikely to truly understand the requirements. D would be useful for verifying the outcome of the testing, but that requires that the testing happens, which is why B is the most important.	TM-2.2.1	3
17	**B**	B is correct. This project is well-suited to an iterative lifecycle where the requirements are defined per iteration and testing is completed within that iteration for those requirements.	TM-2.2.2	1
18	**A**	A is correct. All the work for an iteration should be complete before the next iteration starts. B is not correct as test levels are usually not clearly defined in an Agile project and, even if they were, the work needs to complete in the iteration, not at a testing level. C is not correct. Iteration zero is a planning iteration and doesn't result in working code. D is not correct. This is not an Agile lifecycle component.	TM-2.2.2	1
19	**B**	B is correct. Time boxes are needed to constrain the amount of time spent in testing specific charters during sessions.	TM-2.2.3	1
20	**D**	D is correct. Either value may go up or down depending on what is found during testing.	TM-2.3.1	1
21	**C**	C is correct. This is the best time to use a sample of potential customers because trying to tap all the customers of a mass market product is unrealistic. A is not correct. These people could be used in a brainstorming session, that it would not be necessary to use them. B is not correct because these are future potential users, not expert users. D is not correct because this is a new product.	TM-2.3.2	1
22	**B**	B is correct. The likelihood of the problem happening is extremely high given the experience the team has had so far. Because there is a workaround that is acceptable to the users, the impact is only 3 but this will not work for the long term so it does have an impact (which is why A is not correct).	TM-2.3.3	3
23	**C**	C is correct. A slow response time in this time critical application would be a high impact. A appears to have a high likelihood, but this is not a product quality risk. It could indeed be a project risk though. B is not correct because there is no indication in the question that this	TM-2.3.3	3

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		is anticipated as a problem as there is no indication that the production would be used internationally. D is not correct because this is a project risk.		
24	**C**	C is correct. A low impact risk, even with a medium likelihood, can be transferred to the support folks to handle particularly with good documentation regarding the workaround. A is not correct because this is a low impact risk. B is not correct because there are probably higher risk items that need more attention. D is not correct because this certainly can happen.	TM-2.3.4	1
25	**D**	D is correct. High-risk tests are run before low-risk tests. A is not correct. This is "breadth-first". B & C are not correct. High-risk tests are run first.	TM-2.3.4	1
26	**B**	B is correct. Writing test cases is a part of the cost of detection just as is testing itself.	TM-2.7.1	1
27	**D**	D is correct. A blended strategy would be appropriate in this case. The regulations must be met, so regulatory is required, but the organization is committed to risk-based so that should be the guiding standard.	TM-2.4.1	3
28	**B**	B is correct. Since there is no option to extend the schedule, A won't work. As a result, all we can do is have a contingency plan in place to handle the inevitable failure. Maybe an updated resume would be a good plan as well! C and D are not correct because this is a high-risk element.	TM-2.4.2	3
29	**B**	B is correct. This is a methodical strategy when you are using a guideline such as ISO25000.	TM-2.4.3	1
30	**A**	A is correct. This user-directed strategy enlists stakeholders or other testing service providers to provide input. B is not correct. This strategy uses preset guidelines and processes for test. C is not correct. The test team develops the inputs and conditions based on models. D is not correct. The test team has little time prior to the arrival of the code to plan the testing, so they are forced to react to what they receive.	TM-2.4.3	1
31	**D**	D is correct. IEEE 829 is a good source for standardized test documentation, particularly for safety-critical areas such as this. A is not correct. This is the standard for quality characteristics. B is not correct. This is the standard for incident (defect) management. C is not correct. This is the standard for process assessments.	TM-2.4.4	2
32	**A**	A is correct. You definitely need to include the time to create the test cases and the time required to deal with the defects, including regression testing. B is not correct because the time required by the developers needs to come from the dev team and should be in the overall project schedule, not the testing schedule. C is	TM-2.5.1	2

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		not correct because the time for unit and UAT testing are not usually part of the testing schedule. The time to do reporting is not generally a separate item in an estimate because it does not impact the overall schedule. D is not correct because it includes unnecessary items explained above.		
33	**C**	C is correct. There will be time required to learn the new tool and this time will have to be included in the estimate for the first time the tool is used – which is the next new project.	TM-2.5.2	1
34	**C**	C is correct. This is an example of a process metric, which is measuring the capability of the testing process in terms of how many defects were detected by testing.	TM-2.6.1	1
35	**B**	B is correct. This is another dimension of test progress and should be used to assess the 5% of the failed test cases.	TM-2.6.2	1
36	**D**	D is correct. Because the pass rate doesn't have to be 100%, an assessment must be made of the failures and that is usually done from the ratings of the defects reported. A and B are probably interesting, but not critical and you can probably derive B from the data you have although you might be missing information on unit and integration tests. C is not realistic because the production defect metrics are required to make an accurate DDE.	TM-2.6.3	3
37	**B**	B is correct. This assists in determining confidence in the product's readiness. A is not correct. This monitors test coverage but does not indicate coverage of important areas of the code versus trivial areas. C is not correct. This measures defect mitigation but only looks at the defects found, not those that may not have been identified yet. D is not correct. This measures test design and does not indicate if these test conditions have actually been tested.	TM-2.6.3	3
38	**A**	A is correct. The only way to decrease the schedule time is to reduce the number of defects that are put into the code and this is done by increasing the cost of prevention.	TM-2.7.2	2
39	C	C is correct. Good tools with clear workflows can help with the communication of tasks and assignments as well as getting questions resolved in a timely fashion. A and B are not possible with geographically distributed teams. D is inefficient as it doubles the workload and may lead to issues regarding who did the work "better".	TM-2.8.1	1
40	**D**	D is correct. From both types of reviews there will be a list of recommended changes and actions that should be taken. In the management review, the recommendations are usually aligned with the project itself whereas in an audit the recommendations will be	TM-3.2.1	1

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		referring to use of processes		
41	**C**	C is correct. A walkthrough would be appropriate for this type of a product and this type of a team. A is not correct because a management review is not appropriate for this document. B is not correct because this is not a process being reviewed but rather a work product that the team has developed and will use. D is not appropriate because an inspection is too formal for this environment and product.	TM-3.3.1	3
42	**D**	D is correct. This should occur at the end of key points / milestones in the project, and in this case, demonstrate the product is ready for deployment. A is not correct because an inspection is designed to find defects and it's also unlikely that senior management would participate in an inspection. B is not correct. It may discuss decision-making but is focused on technical issues and finding defects, and usually does not include management. C is not correct. A walkthrough is not a milestone review and is focused on learning about the system and finding defects.	TM-3.3.1	3
43	**C**	C is correct. This is the most useful time for the checklist because the reviewers can use it as they are reviewing the document. The checklist may also be used during the review to double check that all points have been covered. A is a possibility, but it's a bit late in the process. B is not the purpose of the checklist. D is not correct because this is too late to be useful for the current review.	TM-3.3.2	1
44	**D**	D is correct. The cost of quality will be most interesting to management and will show the cost savings of finding the defects early in the process. A and B are not going to help increase support for the reviews because B doesn't give anything to compare with (they might have been found later anyway). C is not correct because the DDE tells you how effective the reviews are, but not the cost savings.	TM-3.4.1	2
45	**C**	C is correct. This is a formal review. One of the characteristics of a formal review is tracking metrics on the review effectiveness, efficiency and progress.	TM-3.5.1	1
46	**A**	A is correct. You need to know how the defects are progressing through the workflow and in which state they are getting stuck. B doesn't help because the development manager has indicated that the developers are fixing what they can and didn't imply anyone was overloaded. C is not correct because this might be cluttering up the system, but identified duplicates would have been closed out and are not a part of this problem. D is not correct because you	TM-4.2.1	2

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		already know the defects aren't getting to the closed state, you just don't know why.		
47	**B**	B is correct. The developer may indicate that it is a false-positive, but the tester needs to confirm that before closing the report. A is not correct because the tester sometimes figures out it's a false-positive as well. C and D are not correct because a false-positive is a report of a problem that isn't there. No one should be fixing the phantom problem.	TM-4.2.2	1
48	**D**	D is correct. To support the cost of quality information you need to know when a defect was introduced, when it was detected and when it was removed. A is probably not useful information for much of anything. B and C won't help with the cost of quality information.	TM-4.3.1	2
49	**D**	D is correct. Root cause tells us what caused the problem in the first place. Using this information to improve the processes that allowed the problem to occur should result in an overall improvement in quality.	TM-4.4.1	1
50	**A**	A is correct. The model is a recognized standard that can be used as a benchmark for comparing the current processes. B is not correct because that is the goal of all process improvement. C is not correct because CMMI is an example of a model that does not provide much information on testing. D is not correct because the goal is to use a standard, not to customize it for your particular situation.	TM-5.2.1	1
51	**D**	D is correct. He is currently on the E step (Establishing a test process improvement plan) but the problem has not been diagnosed yet.	TM-5.3.1	2
52	**C**	C is correct. A is TPI Next. B is CTP. D is CMMI.	TM-5.4.1	1
53	**B**	B is correct. Only CTP meets these requirements because it works with all lifecycle models. STEP expects requirements-based testing. TMMi and CMMI require that the changes be made in a specified order and CMMI is not a testing model.	TM-5.6.1	1
54	**C**	C is correct. This is the expectation for an open source tool under that type of license.	TM-6.2.1	1
55	**A**	A is correct. This is a big problem with custom-built tools such as this. The development team may have the time to create it now, but will they have time to maintain it later? B is not correct because the defined scope is limited. C is not correct because the developers do know the system and have volunteered to build this product to be mutually useful. D is not correct because the ROI is unknown but is likely to be achieved since this implementation should be cost	TM-6.2.2	1

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		effective.		
56	**C**	C is correct. The recurring costs of ownership, such as licensing, maintenance fees, artifact maintenance, are all sources of recurring costs that must be considered as part of the ROI analysis. A should have been considered when the tool was evaluated. B is an implementation question. D is not pertinent to this project because it will be purchased rather than developed in house.	TM-6.2.3	3
57	**B**	B is correct. The continuity of the service will be needed by the organization as the tool grows and changes. A is not correct because replacing the tool is usually a consideration for retirement rather than evolution. Evolution implies the tool will change. C is not correct because data often changes over the life of the tool (such as changing priority ratings from having 5 be high to having 1 be high). These are usually handled with data conversions or tool configuration changes. D is not correct because this is a part of the support and maintenance of the tool.	TM-6.3.1	1
58	**A**	A is correct. A tool should gather information real time so that reporting is always absolutely up to date.	TM-6.4.1	1
59	**B**	B is correct. Tester B has the stronger management skills and is sufficient in the soft skills to handle the project while you're gone. Tester E would be the next choice, but doesn't have the leadership strength that Tester B has shown.	TM-7.2.1	3
60	**D**	D is correct. Tester E is the best one for this opportunity due to the high speaking and ability to learn scores. Tester A does not have a strong speaking score although is technically strong. Tester C also has a low speaking score and a very low training score so would not be good to disseminate the information. Tester D has a higher speaking score, but low technical scores so wouldn't be appropriate to speak at a conference on these topics.	TM-7.2.1	3
61	**C**	C is correct. Testers B and E should be sent because they show the highest leadership potential and would gain the most from this type of training and be able to utilize what they learn. Testers C and D have the lowest rating in this area, but their overall leadership skills are low so they would not be able to utilize the training as well. Testers A and C have the highest testing skill levels overall, but lack the other leadership skills.	TM-7.2.2	3
62	**B**	B is correct. If a test manager does not have great diplomatic skills, the job will be a difficult one. The test manager is often in the position of presenting bad news and settling small quarrels. Without these skills, the others won't matter.	TM-7.3.1	1

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63	**B**	B is correct. In this case the tester is reporting to a development manager who may not have quality-related goals. A is not correct because the tester is very close to the developers and should be able to ask them. C is not correct because testers in development teams tend to have a lower status than the developers. D is not correct because the tester may be forced into a development path to progress.	TM-7.4.1	1
64	**A**	A is correct. This is an example of a motivational exercise that people can do as part of their regular jobs. B is not correct because it is not that people are trying to out-test each other, but each find different issues. C is not correct because finding defects is good! D is not correct because junior testers can find outrageous bugs just as well as a senior tester.	TM-7.5.1	1
65	**A**	A is correct. Feedback must be both fair and balanced in order for it to be meaningful and this includes identifying mistakes. B is not correct as this may create animosity towards those that did not contribute. C is not correct. All praise should be based on individual contribution, even if the project itself is low visibility to upper management. D is not correct. Fair, respectful feedback on mistakes is necessary and wanted.	TM-7.5.1	1