

ISTQB

CTEL-TM

Certified Tester Expert Level - Test Management

Questions And Answers PDF Format:

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Question: 1

Which two of the following are LEAST likely to be examples of important relationships created by a Test Manager (TM)?

Response:

- A. The Project TM forms exclusive relationships with the managers of the two test teams he manages, to prevent being overloaded by communication with individual team members.
- B. The Project TM entrusts the developer from his organization who is embedded within the offshore team to build a relationship with the offshore TM.
- C. The Security TM creates a bond with the security analyst who, although not a manager, is the person everyone goes to for technical information in the security area.
- D. The TM builds a relationship with the offshore test lead who is responsible for automating the regression tests for the next release.
- E. The TM develops a friendship with the client Product Manager to persuade her to reduce the severity rating on incidents to allow test completion to be achieved.
- F. The Project TM builds a rapport with the Program TM to ensure that he is clear on his responsibilities and that the Program TM is kept informed of his team's progress.

Answer: AE

Question: 2

Analyze the scenario to determine the appropriate level of testing required of the onsite test team in relation to the third party freight schedule planning system provided by FS_Planner.

Which three of the options will most likely be chosen?

Response:

- A. Manual regression testing at system level
- B. Regression testing at component level
- C. Regression testing at integration level
- D. Hardware software integration testing
- E. Automated system regression tests
- F. User acceptance testing
- G. System integration testing

Answer: EFG

Question: 3

Which one of the following is a characteristic normally associated with agile projects?

Response:

- A. The development specifications corresponding to the delivered functionality are as complete (i.e., they won't be added to later) as they would be in the V-model.
- B. When the schedule is compressed, testing planned for later iterations will be reduced or eliminated.
- C. The testers focus primarily on integration testing.
- D. The testers are integrated into the project from the initiation of the project.

Answer: D

Question: 4

Consider the following options:

- i. The Shewhart cycle enables the Test Manager to implement improvement across the complete test process in one effort
- ii. Using the PDCA (plan-do-check-action) cycle enables the Test Manager to check whether a process change improves the test process before implementing the change across the complete process
- iii. Fish-bone diagrams help the Test Manager determine the root causes of a problem by adding increasingly detailed causes and then improving the process by working on resolving the causes
- iv. Shewhart charts are used to show whether a process is under control or not by looking for unusual variations of indicators (e.g., a week with an unusually high number of new defects).
- v. Scatter diagrams are used to analyze root causes by plotting a graph of causes and effects

Which one of the following statements correctly identifies basic quality control techniques that a Test Manager must understand and be able to implement in order to improve the test process?

Response:

- A. All the options are correct.
- B. Options i, iii and iv are correct.
- C. Options ii, iii and iv are correct.
- D. Options ii, iv and v are correct.

Answer: C

Question: 5

Which one of the following is an efficiency metric for the test process?

Response:

- A. The average number of days from defect discovery and reporting to the ultimate resolution of the defect report
- B. The total amount of effort expended on a project, including all activities in the fundamental test process
- C. The person hours of test design and implementation effort divided by the number of test basis elements covered by the tests cases produced
- D. The number of defects detected by testing divided by the sum of the number of defects detected by testing and the number of defects subsequently detected by users

Answer: C

Question: 6

You have been asked to create a presentation regarding the role of quality management in your organization. Which of the following points should be included in your presentation to ensure that the audience understands the scope and importance of quality management?

(pick three)

Response:

- A. Quality management excludes activities to deliver projects within budget.
- B. Quality management practices must be assessed by an external audit team to ensure compliance.
- C. Tracking metrics is an important aspect of quality management.
- D. Quality assurance and testing should not be merged into one team so that the focus of quality assurance is not confused with the scheduling aspects of testing.
- E. Unit test documentation is a deliverable that is part of quality management.
- F. The test plan is the basis for forming quality policies for an organization.
- G. Quality management requires software quality assurance activities to be integrated into the project lifecycle.

Answer: CEG

Question: 7

Which one of the following BEST matches the following scenarios with the most effective means of communication?

- i. Brainstorming to identify risks to the test project and item under test
- ii. Informing offshore testers regarding updates to incident status
- iii. Reporting the weekly test status to interested stakeholders
- iv. Informing the Project Manager of the suspension of testing due to test environment failure
- v. Communicating dates for the internal test conferences for the next year

vi. Reporting an incident to a specific developer

Response:

- A. email – ii; post to intranet – vi; group meeting – iv; face-toface –v.
- B. email –iv; post to intranet –vi; group meeting – v; face-toface – i.
- C. email –v; post to intranet – iii; group meeting – i; face-toface – iv.
- D. email – iii; post to intranet – iv; group meeting – vi; face-toface – ii.

Answer: C

Question: 8

Consider the following metrics:

- i. The percentage of test cases for a given product which have been automated
 - ii. The percentage of test effort saved for a given product due to test automation
 - iii. The percentage of defects detected by a product test team during system testing
 - iv. The number of people working on the test automation team
 - v. The total number of years of experience for all the people working on the test automation team
 - vi. The average cost to develop, execute, and maintain each automated test case
- Remember that good metrics map to specific objectives and motivate correct behavior by the people involved in the process being measured. Which one of the following statements is true?

Response:

- A. i is a good metric for the ability of the test automation team to supply useful information to Enterprise Test Group stakeholders.
- B. iii is a good metric for the test automation team’s effectiveness at producing defect-finding test harnesses.
- C. iv and v are good metrics of test automation team effectiveness within the Enterprise Test Group.
- D. ii and iv are good metrics to show the efficiency with which the test automation team helps the Enterprise Test Group reduce risk.

Answer: D

Question: 9

Which one of the following is LEAST likely to be involved in the review of requirements specifications?

Response:

- A. User
- B. Customer
- C. Business Analyst
- D. Project Manager

Answer: D

Question: 10

Which of the following is true regarding the Test Manager's role in change management?
(pick two)

Response:

- A. The Test Manager should require documentation for any change proposed for an agile project.
- B. The Test Manager should not attend impact analysis sessions as it will tend to discourage others from speaking and participating.
- C. The Test Manager should be involved in impact analysis even when the proposed change is not expected to affect the schedule.
- D. The Test Manager is responsible for the change management process.
- E. The Test Manager's role in change management is not restricted to the testing aspects of the project.

Answer: CE

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