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

BCS TM12

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**QUESTION NO: 1**

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?

- 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 NO: 2**

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

- A.** In an environment where the test basis is continuously changing, it is recommended to specify test conditions at a detailed level in order to achieve a better maintainability.
- B.** The specification of test conditions at a detailed level can be effective when no formal requirements or other development work products are available.
- C.** The specification of test conditions at a detailed level can require the implementation of an adequate level of formality across the team.
- D.** For system testing, the specification of test conditions at a detailed level, carried out early in the project as soon as the test basis is established, can contribute to defect prevention.

**ANSWER: A****QUESTION NO: 3**

Assume you are the Test Manager in charge of independent testing for avionics applications.

You are in charge of testing for a project to implement three different CSCI (Computer Software Configuration Item):

- a BOOT-X CSCI that must be certified at level B of the DO-178B standard
- a DIAG-X CSCI that must be certified at level C of the DO-178B standard
- a DRIV-X CSCI that must be certified at level A of the DO-178B standard

These are three different software modules written in C language to run on a specific hardware platform.

You have been asked to select a single code coverage tool to perform the mandatory code coverage measurements, in order to meet the structural coverage criteria prescribed by the DO-178B standard. This tool must be qualified as a verification tool under DO-178B.

Since there are significant budget constraints to purchase this tool, you are evaluating an open-source tool that is able to provide different types of code coverage. This tool meets perfectly your technical needs in terms of the programming language and the specific hardware platform (it supports also the specific C-compiler).

The source code of the tool is available.

Your team could easily customize the tool to meet the project needs. This tool is not qualified as a verification tool under the DO-178B.

Which of the following are the three main concerns related to that open-source tool selection? (Choose three.)

- 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 NO: 4**

You are the Test Manager of a project that adopts a V-model with four formal levels of testing: unit, integration, system and acceptance testing.

On this project reviews have been conducted for each development phase prior to testing, which is to say that reviews of requirements, functional specification, high-level design, low-level design and code have been performed prior to testing.

Assume that no requirements defects have been reported after the release of the product.

Which TWO of the following metrics do you need in order to evaluate the requirements reviews in terms of phase containment effectiveness? (Choose two.)

- A.** Number of defects found during the requirements review.
- B.** Total number of defects attributable to requirements found during unit, integration, system and acceptance testing.

- C.** Total number of defects found during functional specification review, high-level design review, low-level design review, code review, unit testing, integration testing, system testing and acceptance testing.
- D.** Time to conduct the requirements review.
- E.** Total number of defects attributable to requirements, found during functional specification review, high-level design review, low-level design review, code review, unit testing, integration testing, system testing and acceptance testing.

**ANSWER: A E**

#### QUESTION NO: 5

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?

- 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.

**ANSWER: D**

#### QUESTION NO: 6

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?

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

**ANSWER: D**

**QUESTION NO: 7**

During the system testing phase, a tester from your test team observes a failure in the system under test and he/she decides to create an incident report. The incident report is currently in a “new” state, indicating it needs to be investigated.

Which THREE of the following information items can’t yet be present in the incident report? (Choose three.)

- A. The type of defect that caused the failure
- B. The actual and the expected result highlighting the failure
- C. The lifecycle phase in which the defect has been introduced
- D. What really caused the failure (actual cause)
- E. Steps to reproduce the failure, including screenshots, database dumps and logs where applicable

**ANSWER: A C D****QUESTION NO: 8**

Which of the following statements represents the most effective contribution of the stakeholders to the completion of the failure mode analysis table?

Potential Failure Mode(s) - Quality Risk(s)	Priority	Severity	Detection	Detection Method(s)
Fails to connect to the PCMCIA card		3		Test; Debug
Fails to transfer the maps from the PCMCIA card		3		Test; Debug
Fails to load the transferred map		3		Test; Debug
Fails to switch from one map to another		2		Test;

- A. The aircraft pilot and the customer representative should contribute to assess the detection. The chief software engineer, the system architect and the expert tester should contribute to assess the priority.
- B. The aircraft pilot and the customer representative should contribute to assess the priority. The chief software engineer, the system architect and the expert tester should contribute to assess the detection.
- C. The system architect and the chief software engineer should contribute to assess the priority. The expert tester is the only one who should contribute to assess the detection.
- D. The aircraft pilot is the only one qualified to contribute to assess the priority and thus should be assigned this task. The customer representative should contribute to assess the detection.

**ANSWER: B**

**QUESTION NO: 9**

Which of the following would you expect to be most likely an example of a demotivating factor for testers? (Choose two.)

- 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**