

Sample Exam ISTQB Advanced Test Manager Questions

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#1 Your organization is purchasing a new software product that will advise nurses when to give medications to hospital patients. This is a mobile application that will be used on tablets carried by the nurses. The software is being developed and tested by a company that specializes in mobile medical applications. This software will interface with existing hospital software that orders the medications from the pharmacy.

Given this information, what are the minimum test levels that will be required for your testing?

- a. User Acceptance Tests
- b. Systems Integration Tests and Acceptance Tests (UAT and OAT)
- c. Systems Tests, Systems Integration Tests and UAT
- d. Unit Tests, Integration Tests, Systems Tests, Systems Integration Tests and Acceptance Tests (UAT and OAT)

#2 Your company is planning to develop a complex banking system that will interface with multiple applications at varying times of the day. These applications are located in two different data centers. Activity for this new system is planned to be very high during specific time windows and low in others.

Upon analysis, what must you do to ensure test objectives are satisfactorily met?

- a. Engage project architects to ensure environment needs will be satisfied
- b. Ensure that a detailed requirements review has been conducted and the identified deficiencies have been resolved
- c. Determine how the process improvement findings from the project retrospective will be incorporated into the next project
- d. Define the RACI matrix for the development and support teams

#3 You have been given the following traceability information. Risk-based testing has been used as the test approach. Test conditions have been derived from the risk items and test cases are used to test the test conditions. The results of the test case execution are in the last table.

Risk Item	Test Condition
R1	TC1
	TC2
	TC3
R2	TC4
	TC5
	TC6
R3	TC1
	TC4
R4	TC3
	TC4
	TC5
	TC6
R5	TC3
	TC6

Test Condition	Test Case
TC1	C1
	C2
TC2	C2
	C6
TC3	C3
TC4	C4
	C5
	C5
TC5	C5
	C6
	C1
TC6	C2
	C7
	C8

Test Case	Pass/Fail
C1	Fail
C2	Pass
C3	Pass
C4	Fail
C5	Pass
C6	Not run
C7	Pass
C8	Pass

Given this information, what do you know about the risk items?

- Only Risk Item 5 has been tested with all tests passing
- None of the Risk Items have been tested with all tests passing
- Test conditions 2, 3 and 6 all passed testing
- All of the Risk Items have been tested

#4 You have been working on a project with detailed requirements that have been carefully reviewed and signed off by the customer. You are developing a traceability matrix to demonstrate to stakeholders that strategic objectives have been met with this project and that a quality solution has been obtained.

Which of the following should you provide for the stakeholders to make the appropriate go/no-go decision with the release?

- a. Risk items mapped to test conditions
- b. Test case execution results
- c. Requirements mapped to test case execution results
- d. Test conditions mapped to test case execution results

#5 Which of the following is an advantage to specifying test conditions in detail?

- a. It takes less time to specify test conditions in detail
- b. Detailed test conditions are easier to maintain
- c. It helps to relate the test work items to the test basis
- d. Fewer detailed test conditions are required than higher level test conditions

#6 You have been given a requirements document that includes a table of all the requirements. Each requirement has been given a unique number identifier. You are now in the process of defining the test conditions that will be used to create the high-level and low-level test cases. You want to create a full traceability matrix for these test work products. What is the proper traceability to track in this situation? (note: >> denotes the sequence of relationship e.g., from >> to)

- a. High-level test case >> low-level test case >> test condition >> requirement
- b. Requirement >> test condition >> high-level test case >> low-level test case
- c. Test condition >> high-level test case >> low-level test case >> requirement
- d. Low-level test case >> high-level test case and requirement >> test condition

#7 You are responsible for identifying what is necessary to produce either low-level or high-level test cases for an existing system that is planned for modernization. What activity should you perform before test design can begin?

- a. Implement the test cases, particularly the automated tests
- b. Select test data and execute the test cases
- c. Identify the test conditions
- d. Prioritize tests to be executed

#8 You are organizing the test execution for software that will be used to monitor the amount of insulin that is released by a pump. This software is quite complex and tracks the patient's vital signs and blood sugar to determine the amount of insulin needed. This is safety-critical software and is subjected to regulatory requirements. No release, not even to beta, can be conducted unless all regulatory requirements have been met. There are features that the business thinks are critical to the success of the project. These include some new reporting capabilities that will help to differentiate this product from the competition.

You have created the following table of the test cases to be executed. 1 is the highest priority. Sprints are two weeks long and are numbered sequentially.

Test Case	Risk Priority	Business Priority	Regulatory Requirement	S/W availability
1	Very High	High	No	Sprint 4
2	High	Medium	Yes	Sprint 3
3	Medium	High	No	Sprint 2
4	High	High	Yes	Sprint 1
5	Low	Medium	Yes	Sprint 2
6	Medium	Low	Yes	Sprint 3
7	Very High	Low	Yes	Sprint 3

Given this information, what is the proper order for test case execution?

- a. 4, 5, 3, 7, 2, 6, 1
- b. 7, 1, 4, 2, 3, 6, 5
- c. 7, 4, 2, 6, 5, 1, 3
- d. 4, 3, 5, 2, 6, 7, 1

#9 You are responsible for annually mandated testing of a highly regulated banking system. There are various levels of testing that must be performed through joint testing between your in-house team and off-shore testing consultants. The testing will be performed in a resource-constrained shared environment and managed by the on-shore development team. Based on your evaluation of skills, the off-shore test team is better suited for, and will automate, pre-existing manual test cases your team created. Your team is tasked with creating test cases for new functionality in the system.

From what you know, how will you develop your test schedule in order to optimize testing?

- a. Load-balance both manual and automated testing across both teams depending on resource availability
- b. Execute automated testing first in order to concentrate efforts on creating and executing manual test cases
- c. Plan test execution performed by both test teams to occur in parallel
- d. Separate the execution schedule so automation is run during off-hours

#10 You have received the following test execution completion information from your team. The exit criteria states that you must have an 80% pass rate of all test cases and an 85% pass rate of all test cases covering high risk area (risk priority of 1 or 2).

Risk Area	Risk Priority	# Tests Passed	# Tests Failed	# Tests not executed
1	1	8	2	0
2	3	10	0	2
3	4	5	0	0
4	2	7	3	2
5	3	10	0	0
6	3	10	0	0
7	5	8	0	10
8	1	5	1	2
9	2	20	0	0
10	2	7	2	1

Given these results, have you achieved the exit criteria?

- a. No. The 80% was met, but the 85% was not.
- b. No. The 80% was not met, but the 85% was met.
- c. No. Neither goal was met.
- d. Yes. Both goals were met.

#11 Your team is testing a new mobile tracking application that has detailed requirements that have been approved by the stakeholders. What information do you need to track to ensure that the testing coverage meets the needs of the end users?

- a. Test execution results
- b. Defect density with priority rankings and defect status
- c. Test execution results mapped to the requirements
- d. Test condition coverage and associated defect detection efficiency

#12 Ideally, when should testers post their test execution results in the test management tool?

- a. Once a week, in time for the weekly status report
- b. At the end of the day so the morning metrics will be accurate the next day
- c. Twice a day so allow periodic sampling reports to be created during the day
- d. Immediately after the execution of each test

#13 You have just completed summarizing all the test results for a release and have created a document showing the workarounds for each open defect. You have given this information to the team who will be supporting the product in production. What type of activity have you just completed?

- a. Test analysis
- b. Test support
- c. Test execution
- d. Test closure

#14 You have just completed a project that overran the schedule by several weeks. Senior management was very unhappy about this. Your people have told you that the developers seemed to break more than they fixed when they started defect resolution and this caused significant schedule issues. Given this information, what is an important aspect of the retrospective meeting that you should be sure to perform?

- a. Reviewing the project estimates since the project overran the schedule
- b. Check to see if the people who participated in the quality risk analysis had the right information to make risk rating decisions
- c. Conduct a cause and effect analysis of the regressions to understand what went wrong in the development processes
- d. Archive the results from the project to use to compare with future projects

#15 You are working on a project that is implementing an upgraded CRM system. The business users will be evaluating and changing their processes to match the “out of the box” functionality of the system. Even with the expectation that little customization will be allowed, interfaces will have to be developed to work with various other systems used by the company, including the financial, personnel and marketing systems.

The business users will be conducting UAT and will be aligning their testing with the new business processes. What testing activities can help the business users define what they need to test?

- a. Unit test development and execution using test-driven development
- b. Integration test design to understand the interfaces between the systems
- c. System test design to understand the business processes that will be used with the new system
- d. Defining test tools that can be used to capture the UAT and system test scripts in the same system so they can be compared

#16 Your organization is planning a new mobile application that will provide customers with flexibility pertaining to their shipments, including adjusted delivery times and reroutes to neighbors or designated drop-off points. These are considered important features to the customer base and must be deployed as quickly as possible to maintain a competitive edge in the marketplace. You are challenged with ensuring these features meet the expectations of key stakeholders while meeting an aggressive deployment schedule.

You are sure the business analysts developed solid requirements. What other steps should you include to ensure both customer and stakeholder expectations are met?

- a. Include customers when reviewing system test cases
- b. Ensure the UAT window is not compressed
- c. Involve senior management in test design
- d. Allow business analysts to review UAT results

#17 Because of time constraints, coding of a new system is going to start before the full requirements are known. The requirements will be defined just ahead of when the developers will need them to start implementing code. In this scenario, what is the best lifecycle model to use?

- a. V-Model
- b. Iterative
- c. Spiral
- d. Big bang

#18 In an Agile software development lifecycle when is work completed for an iteration?

- a. Before the next iteration begins
- b. Prior to moving from the integration test level to the system test level
- c. At the conclusion of iteration zero
- d. As early as possible in the build phase

#19 Your test team has had a problem with spending too much time on some areas when performing exploratory testing. You have reviewed the charters and those seem to be correct and clear. What do you need to implement to keep your team on track when they are performing this testing?

- a. More explicit charters
- b. Time boxes for each testing session
- c. Pair testing
- d. Test session debriefing

#20 Which of the following is a true statement regarding the risk rating for a test object?

- a. The overall rating remains the same throughout the testing
- b. The likelihood tends to increase when high priority problems are found
- c. The impact tends to increase as more issues are found
- d. The likelihood and impact may vary based on what is discovered during testing

#21 When is it necessary to use a sample of potential customers to help identify the potential risks in a new software product?

- a. During a brainstorming session
- b. When the expert interviews indicate that specific user expertise is needed
- c. When the software is a mass market product and the potential users can be surrogates for the real users
- d. During a risk workshop when the discussion is limited to the experiences of the users with past products

#22 You are working on a business intelligence project that will be replacing the product that is currently in production. The team has identified a risk with the presentation layer, in particular the data extraction and reporting. The developers are using a new tool to provide this functionality and they are finding it difficult to use. The test team is reporting significant errors in the reports, both in data and formatting. This information is important to the business, but they do have a workaround to access the data via a different interface. That interface is working properly and the users are familiar with it.

Given this information, what are the correct likelihood and impact ratings for this risk item, assuming 1 is highest and 5 is lowest?

- a. Likelihood = 2, impact = 5
- b. Likelihood = 1, impact = 3
- c. Likelihood = 1, impact = 1
- d. Likelihood = 3, impact = 1

#23 You are performing a risk analysis for a mobile stock trading application that is scheduled for world-wide deployment in the coming months. This analysis is based on past experience, customer interviews, and independent input gathered by stakeholders. Recent competition has put additional pressure on stakeholders to ensure the product can meet or exceed the functionality provided by previous versions. It is also important that the additional features as well as faster trade execution and confirmation are working properly. The developers are behind schedule and this will affect the test schedule.

Based on this information, which product quality risk should you assess as high impact during your analysis?

- a. Delay to the customer
- b. Difficulty with translating the product to other languages and currencies
- c. Slow response time
- d. Loss of market share

#24 Which of the following is a reasonable mitigation plan for a risk item that has a medium likelihood but a low impact because of an easy and obvious workaround?

- a. Hold the release until the risk has been resolved by the development team
- b. Add more testing effort to lower the likelihood of the risk happening
- c. Transfer the risk to the support department with information regarding how to workaround the problem
- d. A medium likelihood item cannot have a low impact, so reassess the risk ratings

#25 Which is a characteristic of a “depth-first” risk-based testing methodology?

- a. Sampling of tests across all risk items
- b. Low risk items are identified and run first
- c. Execution of the most comprehensive tests regardless of risk level
- d. Tests are run in the specific order of risk

#26 The cost incurred from writing test cases should be assigned to which cost of quality category?

- a. Cost of prevention
- b. Cost of detection
- c. Cost of internal failure
- d. Cost of external failure

#27 You have just joined a new organization as the test manager. You are working on a test plan for a product that controls the data that is fed into a patient’s pacemaker to determine if it should speed up or slow down the heart rate. The existing test strategy emphasizes that the test approach used should always be risk-based, but you are concerned about the regulatory requirements that must be met for this safety-critical project. What approach should you use in your test plan?

- a. Standard-compliant, because this is a safety-critical project and must meet the regulatory standards to be released
- b. Risk-based, because this is the organization standard and has been proven to be successful in the past
- c. Methodical, because this is the safest approach for a product like this
- d. A blended strategy using regulatory and risk-based approaches

#28 You are working on a new web site that will replace the organization's existing e-commerce web site. The e-commerce side of the business produces 70% of the company's revenue. You are very concerned about the quality of the release and, in particular, the functioning of the checkout capability. At this point, a user can only purchase a single item at a time and can only use PayPal to checkout. The product is due to release very soon and the developers don't think they can get the problems fixed before release. Postponing the release is not an option.

Given this information, what is the best way to handle the risk with the checkout function?

- a. Mitigate it with further testing and development work
- b. Have a contingency in place for what to do if it fails in production (such as swap back the old web site)
- c. Transfer the risk to the support department
- d. Accept the risk as a part of doing business

#29 If you are using the ISO25000 standard as a guideline checklist for your testing, what type of testing strategy are you following?

- a. Model-based
- b. Methodical
- c. Standard-compliant
- d. Consultative

#30 Which test strategy relies on input from stakeholders to determine coverage for test conditions?

- a. Consultative
- b. Standard-compliant
- c. Model-based
- d. Reactive

#31 You are working on a project that is creating software that will handle waste water management systems for a large city. What would be a good source to use for standard testing document templates and guidelines?

- a. ISO 9126 (ISO 25000)
- b. IEEE 1044
- c. ISO 15504
- d. IEEE 829

#32 You are working on a testing estimate for a new project. The organization will use the same developers and testers as were used for previous projects. You have reviewed the requirements and talked with the BA's and determined that you will need about 500 test cases. You know that test execution of a single test case will usually take 20 minutes. You've worked out the math and that means you will need about 34 days of testing (assuming 5 hour days). This estimate doesn't seem right though because previous projects have taken between four and six months to complete.

Consider the following:

1. Time to review the requirements
2. Time to create the test cases
3. Time to deal with the defects that may be found during testing
4. Time required by the developers to fix the defects
5. Time required for unit testing
6. Time required for UAT
7. Time to do the necessary reporting to management
8. Time to create the test estimate

Given this information, which of the following should have been included in your testing estimate?

- a. 2, 3
- b. 1, 4, 7
- c. 5, 6, 8
- d. 1, 2, 3, 4, 5, 6, 7, 8

#33 Your management has decided to change to a different test and defect management tool that will be used for all new projects. No one in your team has used this tool before. The vendor will help with configuring the tool. What effect should the new tool adoption have on your test estimate for the next new project?

- a. No change because the vendor will handle the configuration effort
- b. No change because the developers will not be affected by the tool change
- c. The estimate should be increased to account for time to learn the new tool
- d. The estimate should be decreased because the new tool will introduce efficiencies in the process

#34 You have been closely tracking the Defect Detection Effectiveness (DDE) for the last release. You are showing a DDE of 95%, which has achieved the goal set by the organization. This is an example of what type of metric?

- a. Project metric
- b. Product metric
- c. Process metric
- d. People metric

#35 One of your exit criteria is to achieve 95% pass rate of all high risk test cases. You have achieved that goal. What other dimension of test progress should you use with this metric to ensure you have achieved the appropriate level of quality?

- a. Validity
- b. Defects
- c. Progress
- d. People

#36 You are working on the testing report for a project that is nearing completion. The exit criteria for test execution and coverage include the following:

100% coverage of all high and very high risk items
98% Pass for all high and very high risk test cases executed

90% coverage of all medium risk items
90% Pass for all medium risk test cases executed

50% coverage of all low risk items
80% Pass for all low risk test cases executed

You have achieved all of these criteria. What is the one critical metric that still needs to be reviewed before this software can be approved for release?

- a. How many hours were used to achieve this level of coverage
- b. What was the coverage level achieved by the overall test effort
- c. What is the DDE for this software
- d. Are there any outstanding high priority/severity defects

#37 Your team has concluded testing and is preparing the test summary results for review with the stakeholders at a management review. You will provide quantitative metrics to stakeholders in order to obtain a collective decision regarding the readiness for release.

Which metric should you include in the management review in order to assist stakeholders with their decision?

- a. Percentage of code coverage achieved by all forms of testing
- b. Percentage of risk covered, organized by risk category
- c. Percentage of defect reports resolved versus unresolved
- d. Percentage of test conditions identified

#38 You've been doing analysis of the last major testing project that produced a tax preparation product. The project performed well regarding the quantitative values of testing, but failed to deliver the qualitative values to a sufficient level. In fact, although the software was of excellent quality in terms of residual defects, it was a failure in the market place because it missed the market window (the tax season) due to the time required to find and fix the defects. In terms of the cost of quality, where should expenditure be increased to reduce similar problems with future projects?

- a. The cost of prevention
- b. The cost of detection
- c. The cost of internal failure
- d. The cost of external failure

#39 When working with an organization that has geographically distributed testing and development teams, what is an effective way to improve communication?

- a. Encourage the use of informal communication such as hallway chats
- b. Use team building exercises with all team members to help improve the relationships
- c. Employ good tools with clear workflows to track project tasks including defects
- d. Plan to have significant overlap in the activities where both teams work on the same tasks and then compare the results

#40 Which of the following is a characteristic that is common to management reviews and audits?

- a. Both are led by managers
- b. Both are focused on determining if the plan has been followed
- c. Both are used to assess project risks
- d. Both result in recommendations and corrective actions to be taken

#41 You have developed the quality risk analysis for the software for a tool that can be used to create graphics for web site. Your company is small and the development and testing groups work well together. The customer (product owner) is also very engaged. What would be the appropriate type of review to conduct on the quality risk analysis?

- a. A management review
- b. An audit
- c. A walkthrough
- d. An inspection

#42 You have completed test execution on a major project set to deploy in the coming weeks. The project consists of a mobile application that customers will use to order pizzas, so aesthetics and functionality in the hands of the customer are important. Success of this project is a priority for the company. What type of review should take place at this key milestone in the project and who should be included?

- a. Inspection with senior management
- b. Technical review with management and technical team
- c. Walkthrough with stakeholders and peers
- d. Management review with stakeholders

#43 When is a review checklist used?

- a. At the conclusion of the review to be sure all items have been addressed
- b. When the review is being organized to be sure the right people are invited
- c. During review preparation to ensure the important items are checked
- d. During the review retrospective to verify that all participants have turned in the documents required

#44 Your management is complaining that too much time is being spent on requirements reviews and they would like to stop the practice. You think the reviews are very valuable and have significantly improved the quality of the code thanks to the removal of requirements defects found during the reviews. Which of the following metrics would be most useful in convincing your management that the reviews should continue?

- a. Time required to prepare for and conduct the review
- b. Number of defects found and their severity
- c. Defect detection effectiveness and the time required to fix the defects found
- d. Cost of quality metrics for the defects found in the reviews versus other methods

#45 You have just completed a review where metrics were tracked regarding the effectiveness and efficiency of the review. Which of the following is the best description of this type of review?

- a. A management review
- b. An informal review
- c. A formal review
- d. An audit

#46 You are working on a project that is about half way complete. The testers have been consistently reporting defects at the rate of 50 per week, but the defect backlog just continues to grow. You asked the development manager if the developers are fixing defects and he said they are fixing everything that is fixable as quickly as it is received. Given this information, what metric would be helpful in your determining why and where the defects are getting stalled in the workflow?

- a. How many defects are in which state and what is the average time for a defect to move between states
- b. How many defects are logged against particular areas of the software and how many are assigned to each developer
- c. How many duplicates have been reported by your team
- d. How many defects have been opened and closed for this project

#47 Who should close a defect report that reports a false-positive result?

- a. The developer because only they know it is a false-positive
- b. The tester after they have investigated and determined it is truly a false-positive
- c. The developer after they have fixed the issue
- d. The tester after they have verified the fix

#48 Your management has requested that you provide summary defect graphs based on various classification data such as priority and severity. They are particularly interested in data that will support the measures they have taken to reduce the cost of quality. What is an important type of classification data that you should be tracking to supply this information?

- a. The amount of time required to reproduce a problem
- b. The priority and severity trends of the reported defects
- c. Defect cluster information compared to the risk priority rating of each area
- d. The lifecycle phase for introduction, detection and removal

#49 What is the primary reason for tracking root cause information?

- a. To identify the developers with poor development tendencies
- b. To target testing to areas where the highest number of defects are found
- c. To improve the testing techniques used to detect defects
- d. To provide information for process improvement

#50 What is a benefit to using a process model as a basis for process improvement?

- a. It provides a standard to measure against
- b. It lets you learn from past mistakes to put prevention plans into place
- c. Using a standard such as CMMI provides step by step improvement plans for testing
- d. The model can be customized to the particular project situation

#51 You have a new CIO who has decided that the current testing approach is not working based on a recent failure in production. He has told you that you need to make changes now and has asked you to present a test process improvement plan by the end of the week. What step of the IDEAL process is he missing?

- a. Initiating the improvement process
- b. Defining the solution
- c. Implementing the solution
- d. Diagnosing the problem

#52 Which of the following shows the levels of the TMMi test process improvement model in the correct order?

- a. Initial, Controlled, Efficient, Optimizing
- b. Identification, Recognition, Selection
- c. Initial, Managed, Defined, Measured, Optimized
- d. Initial, Repeatable, Defined, Managed, Optimizing

#53 If you are looking for a test process improvement model that allows the organization to make improvements in the order that makes sense to them and will work with an Agile environment with a risk-based testing approach, which model would be most appropriate?

- a. STEP
- b. CTP
- c. TMMi
- d. CMMI

#54 Your team has just downloaded an open-source tool that they want to use for test management. To integrate the tool with your defect tracking system will require some modifications to the test management tool. The tool has a GNU General Public license-type license with it. What are the implications of this license?

- a. Changes to the source are not allowed
- b. The source can be changed, but the maintenance agreements will be voided
- c. There is an expectation that any code changes made will be shared back to the community
- d. You will have to pay a royalty fee for each test case added to the tool and for each user of the tool

#55 The developers are willing to build a tool that will provide traceability between the source code modules and the test cases that test those modules. What management concerns should you have with this development effort?

- a. Long term maintenance may not be planned, leaving you with an unsupported tool
- b. The scope of the project is too large and the tool will be too generic to be useful
- c. There are no requirements for this effort so you will be at the mercy of what the developers decide to implement
- d. It is unlikely that the ROI will be achieved

#56 Your organization has been using a custom-built tool that manages the process from code checkin, build, code release, test management and defect management. The cost of maintaining the tool has continued to escalate over the years and it is now just too expensive to maintain. You have been investigating purchasing a new tool and have studied the costs to write the requirements, evaluate and purchase the tool, conduct the training and integrate the tool with the other tools in use. The hardware running the current tool will be sufficient for the new tool.

What else should be considered in your ROI analysis?

- a. The likelihood that the vendor will stay in business and provide adequate support for the tool
- b. The users of the tool and the access permissions they will require
- c. The recurring costs associated with owning the tool
- d. The opportunity cost spent on the previous custom-built tool

#57 Why is it important to consider how a tool will evolve?

- a. Because purchase of a replacement tool will have to be budgeted
- b. Because continuity of the service must be ensured
- c. Because data stored in the tool must be maintained unchanged
- d. Because tool updates may be required by the vendor that will break the interfaces

#58 Ideally, a tool should gather data in what timeframe?

- a. Real time
- b. Hourly
- c. Daily
- d. Weekly

#59 You have completed the following skills assessment for your team, rating each person from 1 (low) to 5 (high) for their competency in each area.

	Tester A	Tester B	Tester C	Tester D	Tester E
Technical Skills					
SQL	5	4	5	2	3
Test Automation	5	4	5	1	3
Performance Testing	4	2	3	1	2
Security Testing	2	1	3	1	5
API Testing	5	3	5	1	4
Functional Test Skills					
Test Analysis	4	4	5	3	5
Test Design	4	4	5	3	5
Test Implementation	5	4	5	3	3
Test Execution	5	4	5	5	5
Leadership Skills					
Training/developing	2	5	1	1	4
Project leadership	1	5	3	1	2
Peer coaching	2	3	1	1	2
Reporting	1	4	2	3	4
Soft Skills					
Speaking	1	3	2	5	4
Writing	3	4	3	3	4
Ability to Learn	5	5	5	4	5
Communicating Bad News	1	3	1	1	5

You are in the middle of a very technical project with significant problems. Tester D is quite junior and needs frequent guidance. You have to go on vacation for the next two weeks. Who is the best person on your team to handle the test management tasks while you are gone?

- a. Tester A
- b. Tester B
- c. Tester C
- d. Tester E

#60 You have completed the following skills assessment for your team, rating each person from 1 (low) to 5 (high) for their competency in each area.

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Test Automation	5	4	5	1	3
Performance Testing	4	2	3	1	2
Security Testing	2	1	3	1	5
API Testing	5	3	5	1	4
Functional Test Skills					
Test Analysis	4	4	5	3	5
Test Design	4	4	5	3	5
Test Implementation	5	4	5	3	3
Test Execution	5	4	5	5	5
Leadership Skills					
Training/developing	2	5	1	1	4
Project leadership	1	5	3	1	2
Peer coaching	2	3	1	1	2
Reporting	1	4	2	3	4
Soft Skills					
Speaking	1	3	2	5	4
Writing	3	4	3	3	4
Ability to Learn	5	5	5	4	5
Communicating Bad News	1	3	1	1	5

You have an opportunity to send one of your testers to speak at a conference on the importance of technical testing skills in software testing. This person will also be expected to attend other seminars and bring back and disseminate that information to the team. Who is the best candidate for this opportunity?

- a. Tester A
- b. Tester C
- c. Tester D
- d. Tester E

#61 You have completed the following skills assessment for your team, rating each person from 1 (low) to 5 (high) for their competency in each area.

	Tester A	Tester B	Tester C	Tester D	Tester E
Technical Skills					
SQL	5	4	5	2	3
Test Automation	5	4	5	1	3
Performance Testing	4	2	3	1	2
Security Testing	2	1	3	1	5
API Testing	5	3	5	1	4
Functional Test Skills					
Test Analysis	4	4	5	3	5
Test Design	4	4	5	3	5
Test Implementation	5	4	5	3	3
Test Execution	5	4	5	5	5
Leadership Skills					
Training/developing	2	5	1	1	4
Project leadership	1	5	3	1	2
Peer coaching	2	3	1	1	2
Reporting	1	4	2	3	4
Soft Skills					
Speaking	1	3	2	5	4
Writing	3	4	3	3	4
Ability to Learn	5	5	5	4	5
Communicating Bad News	1	3	1	1	5

You have a limited training budget, but you can afford to send two people to a course on peer coaching. In order to best benefit the department, who should you send to this training?

- Testers C and D
- Testers A and C
- Testers B and E
- Testers B and D

#62 Which of the following is one of the most important skills a test manager must possess?

- Test automation
- Diplomacy
- Test strategy/plan creation
- Process improvement

#63 Which of the following is a problem that can happen when a tester reports to a development manager?

- The tester misses important information because he is disassociated from the developers
- The tester may be reporting to a manager whose goals are schedule-focused rather than quality-focused
- The tester is given a higher status in the team than the developers due to his superior testing skills
- The tester has a clear career path to improve testing expertise

#64 Your testers want to have a weekly “best bug” contest within the team. Should you implement this?

- a. Yes, it will help to motivate the team by bringing them together with a common understanding of the problems found in the software by having a friendly contest
- b. Yes, it will help them to become better testers by showing the defects that have been missed by others
- c. No, defects are negative and finding them should not be encouraged in a testing team
- d. No, it is likely to discourage the junior testers who can't find as many defects as the senior testers

#65 As a Test Manager which of the following is a key component to motivating the test team?

- a. Give fair and honest appraisals of mistakes
- b. Recognize all team members regardless of contribution
- c. Base the amount of praise on the importance of the project
- d. Provide positive recognition, avoiding negative feedback if possible