



# QUESTION & ANSWER

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**Exam** : **CTAL-TM**

**Title** : Certified Tester Advanced  
Level Test Manager (CTAL-  
TM)

**Version** : DEMO

1.Which of the following is a key characteristic of a management review? [1]

- A. Used to assess project risks
- B. Used to check consistency of and deviation from the system requirements
- C. Run by a moderator
- D. Conducted by an external group to assess process compliance

**Answer: D**

**Explanation:**

A management review, particularly in the context of software testing and quality assurance, often involves an external group or higher-level management team that reviews the processes and procedures to ensure compliance with specified standards or objectives. This can include assessing the effectiveness of current practices, identifying areas for improvement, and ensuring that the project aligns with organizational or industry standards. This type of review is distinct from other forms of reviews like technical reviews or walkthroughs, which might focus more on the technical aspects or consistency of system requirements.

2.Which of the following is likely to occur if reviewers do not have an adequate level of technical knowledge? [1]

- A. There will be no impact as long as they have sufficient business knowledge.
- B. There will be no impact as long as they have sufficient process knowledge.
- C. The review is likely to be less efficient.
- D. The review will be shorter because any technical aspect can be skipped.

**Answer: C**

**Explanation:**

If reviewers do not have an adequate level of technical knowledge, they may not be able to identify and describe anomalies in the product or project under review<sup>1</sup>. They may also not be able to provide constructive feedback or suggestions for improvement<sup>2</sup>. This can result in a less efficient review, as the review objectives may not be met, the review process may take longer, or the review outcome may be of lower quality<sup>3</sup>. Therefore, option C is the correct answer.

Option A is incorrect because having sufficient business knowledge is not enough to perform a technical review, as business knowledge does not cover the technical aspects of the product or project<sup>4</sup>.

Option B is incorrect because having sufficient process knowledge is not enough to perform a technical review, as process knowledge does not cover the technical aspects of the product or project<sup>4</sup>.

Option D is incorrect because skipping any technical aspect can compromise the quality and completeness of the review, and may lead to defects or risks in the product or project<sup>5</sup>.

Reference: 1: ISTQB Glossary, Reviewer 2: ISTQB Advanced Level Test Manager Syllabus, Section 2.2.2 3: ISTQB Advanced Level Test Manager Syllabus, Section 2.2.3 4: ISTQB Advanced Level Test Manager Syllabus, Section 2.3.1 5: ISTQB Advanced Level Test Manager Syllabus, Section 2.3.2

3.Which of the following metrics would be most beneficial to collect to determine the effectiveness of a review process? [2]

- A. The number of defects found in production for each module that was reviewed
- B. The development language used to create each module that was reviewed
- C. The elapsed time between each module's review and its corresponding deployment into production
- D. The business criticality of each module that was reviewed

**Answer: A**

**Explanation:**

The effectiveness of a review process can be measured by how well it detects and removes defects from the work products being reviewed<sup>1</sup>. One of the metrics that can indicate the defect detection capability of a review process is the number of defects found in production for each module that was reviewed<sup>2</sup>. This metric can show how many defects escaped the review process and were not detected until the software was deployed. A lower number of defects found in production means a higher review effectiveness.

Therefore, option A is the correct answer.

Option B is incorrect because the development language used to create each module that was reviewed is not relevant to the review process effectiveness.

Option C is incorrect because the elapsed time between each module's review and its corresponding deployment into production is not a measure of defect detection or removal, but rather a measure of development speed or efficiency.

Option D is incorrect because the business criticality of each module that was reviewed is not a measure of defect detection or removal, but rather a measure of risk or priority.

Reference: 1: ISTQB Advanced Level Test Manager Syllabus, Section 2.3.2 2: Software Testing Metrics: What is, Types & Example

4. What is the purpose of tracking efficiency metrics for a formal review? [1]

- A. These metrics can be used to determine who participated in the review.
- B. These metrics can be used to determine if the review was a good use of resources.
- C. These metrics can be used to determine the quality of the reviewed object.
- D. These metrics can be used to determine the speed with which defects were fixed.

**Answer: B**

**Explanation:**

Efficiency metrics for a formal review are used to measure the cost-effectiveness of the review process, such as the time spent on the review, the number of defects found, and the return on investment<sup>1</sup>. These metrics can help to evaluate if the review was a good use of resources, such as human effort, money, and tools. Therefore, option B is the correct answer.

Option A is incorrect because efficiency metrics do not track who participated in the review, but rather how they performed.

Option C is incorrect because efficiency metrics do not measure the quality of the reviewed object, but rather the quality of the review process.

Option D is incorrect because efficiency metrics do not measure the speed with which defects were fixed, but rather the speed with which defects were detected.

Reference: 1: How to manage formal reviews & management audits? Skills, metrics ...

5. You are a Test Manager on a new project. The software that is being created will be used to control the projectors in movie theaters. This is a time critical project because the software must be released before the Christmas holiday season which has the highest movie attendance of the year.

You have decided to implement a review process for the work products that are a part of this release to save both time and money. In order to expedite the training, you brought in a consultant to train the participants and moderators in proper review processes. Your team is enthusiastic about participating in the reviews.

Your manager is questioning the money you have spent on this training effort. He wants to know how you intend to justify the expense when you present your numbers at the annual budget meeting in February.

What would be a reasonable way for you to justify the cost of the training and the reviews when you present your information at the budget meeting? [3]

- A. Compare the production defects from the previous project to the production defects from this project and explain the cost benefits due to the defect reduction in production.
- B. Show the defects that were found in the review sessions and show the cost of quality regarding the perfect phase containment for those caught defects.
- C. Explain that the reviews are a way of expanding the knowledge of your people and will motivate them to work harder and faster, thus saving money for the company.
- D. Calculate the ROI using the difference between the cost of the reviews and the cost of dealing with defect escapes.

**Answer:** D

**Explanation:**

The cost of the training and the reviews can be justified by showing the return on investment (ROI) that they generate. ROI is a measure of the profitability of an investment, calculated by dividing the net benefit by the cost<sup>1</sup>. The net benefit of the training and the reviews is the difference between the cost of the reviews and the cost of dealing with defect escapes. Defect escapes are defects that are not detected during the review process and are found later in the development or testing phases, or even in production. The cost of dealing with defect escapes includes the cost of rework, testing, debugging, deployment, customer support, and potential loss of reputation or revenue<sup>2</sup>. The cost of the reviews includes the cost of the training, the time spent by the reviewers and moderators, the tools and resources used, and the overheads<sup>3</sup>. By calculating the ROI, you can demonstrate how much money the training and the reviews have saved or earned for the company, compared to the alternative of not conducting them. Therefore, option D is the correct answer.

Option A is incorrect because comparing the production defects from the previous project to the production defects from this project does not account for the cost of the reviews or the cost of dealing with defect escapes in other phases.

Option B is incorrect because showing the defects that were found in the review sessions and the cost of quality regarding the perfect phase containment for those caught defects does not account for the cost of the training or the cost of dealing with defect escapes in production.

Option C is incorrect because explaining that the reviews are a way of expanding the knowledge of your people and motivating them to work harder and faster is not a quantifiable or verifiable way of justifying the cost of the training and the reviews.

Reference: 1: ISTQB Glossary, Return on Investment 2: ISTQB Advanced Level Test Manager Syllabus, Section 2.3.2 3: How to manage formal reviews & management audits? Skills, metrics ...