

# ISTQB CTEL-TM

ISTQB TEST MANAGEMENT CERTIFICATION QUESTIONS & ANSWERS

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Exam Summary – Syllabus – Questions

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## **CTEL-TM**

**ISTQB Certified Tester Expert Level - Test Management (CTEL-TM)**

**30 Questions Exam – 65% Cut Score – Duration of 135 minutes**

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## Know Your CTEL-TM Certification Well:

The CTEL-TM is best suitable for candidates who want to gain knowledge in the ISTQB Software Testing. Before you start your CTEL-TM preparation you may struggle to get all the crucial Test Management materials like CTEL-TM syllabus, sample questions, study guide.

But don't worry the CTEL-TM PDF is here to help you prepare in a stress free manner.

The PDF is a combination of all your queries like-

- What is in the CTEL-TM syllabus?
- How many questions are there in the CTEL-TM exam?
- Which Practice test would help me to pass the CTEL-TM exam at the first attempt?

Passing the CTEL-TM exam makes you ISTQB Certified Tester Expert Level - Test Management (CTEL-TM). Having the Test Management certification opens multiple opportunities for you. You can grab a new job, get a higher salary or simply get recognition within your current organization.

## ISTQB CTEL-TM Test Management Certification Details:

<b>Exam Name</b>	ISTQB Certified Tester Expert Level - Test Management
<b>Exam Code</b>	CTEL-TM
<b>Exam Fee</b>	USD \$375
<b>Exam Duration</b>	135 Minutes
<b>Number of Questions</b>	30 (MCQ - Variable - 45 Minutes, Essay - 3 - 90 Minutes)
<b>Passing Score</b>	65%
<b>Format</b>	Multiple Choice Questions
<b>Schedule Exam</b>	<a href="#">Pearson VUE</a>
<b>Sample Questions</b>	<a href="#">ISTQB CTEL-Test Management Exam Sample Questions and Answers</a>
<b>Practice Exam</b>	<a href="#">ISTQB Certified Tester Expert Level - Test Management (CTEL-TM) Practice Test</a>

# CTEL-TM Syllabus:

Domain	Details
<b>Test Missions, Policies, Strategies and Goals</b>	
<b>Mission, Policy, and Metrics of Success</b>	<ul style="list-style-type: none"> <li>- Discuss the quality goals of the organization and define a test team's mission consistent with those goals</li> <li>- Define, describe and evaluate test objectives, priorities and test goals that might have long term effects on the software, quality, and dependencies (organizational, economical and technical)</li> <li>- For a given situation, define effectiveness, efficiency, and satisfaction metrics for the test process, identifying opportunities for improvement</li> </ul>
<b>Test Strategies</b>	<ul style="list-style-type: none"> <li>- Analyze a given situation and determine which individual strategies, or blended strategies, are most likely to succeed in that situation</li> <li>- Analyze a situation in which a given test strategy failed, identifying the likely causes of failure</li> <li>- For a given situation, create a test strategy document that contains the important elements, enables success factors, and mitigates causes of failure</li> </ul>
<b>Alignment of Test Policy and Test Strategy with the Organization</b>	<ul style="list-style-type: none"> <li>- Define, describe, evaluate and improve the test policy and strategy(ies) both long and short term for a company, organization and/or a test team, including process and organization of test, people, tools, system and techniques</li> </ul>
<b>Managing the Test Team</b>	
<b>Building the Test Team</b>	<ul style="list-style-type: none"> <li>- For a given job opening, evaluate a set of resumés and determine the best candidate</li> <li>- For a given job opening, devise an appropriate and effective approach to interviewing candidates, and conduct the interview</li> <li>- Outline the major points of a training program for new people</li> <li>- List considerations that must be made when terminating an employee or contractor</li> </ul>
<b>Developing the Test Team</b>	<ul style="list-style-type: none"> <li>- Discuss the purpose for creating development plans and stating goals and objectives for individual testers</li> <li>- Review a set of S.M.A.R.T goals for an individual tester to determine if the goals are appropriate based on the tester's resumé and the organization's test strategy</li> <li>- Explain the importance of an individual understanding their role and responsibilities within a test team</li> <li>- Explain how a particular Myers-Briggs Type Indicator® profile might determine the role assignment for an individual</li> <li>- Identify areas where a tester should monitor and develop</li> </ul>

	<p>their skills, and select appropriate learning options including training and mentoring</p> <ul style="list-style-type: none"> <li>- Conduct a performance review that is targeted to encourage growth in a high performing individual as well as to acknowledge and reward their accomplishments</li> <li>- Conduct a performance review that is targeted to redirect the efforts of a poor performer to improve performance and to set achievable short term and long term goals</li> </ul>
<b>Leading the Test Team</b>	<ul style="list-style-type: none"> <li>- For a given situation, evaluate the information and guidance needed by the test team and determine the most effective method of communication</li> <li>- Brainstorm on various team-building activities that will help to foster loyalty and trust within the team</li> <li>- Explain the challenges of motivating a test team, both short term and long term</li> <li>- Create a plan for team building activities that includes offshore teams and helps improve communication</li> </ul>
<b>Managing External Relationships</b>	
<b>Types of External Relationships</b>	<ul style="list-style-type: none"> <li>- For a given contract, define the third-party relationship regarding testing responsibilities</li> </ul>
<b>Contractual Issues</b>	<ul style="list-style-type: none"> <li>- For a given project with an external vendor, define suitable SLAs</li> </ul>
<b>Communication Strategies</b>	<ul style="list-style-type: none"> <li>- Discuss potential communication strategies for a given third party engagement</li> </ul>
<b>Integrating from External Sources</b>	<ul style="list-style-type: none"> <li>- Analyze a given project scenario to determine the appropriate level of testing required by the internal test team for a product that has employed a third party for some portion of the development/testing</li> </ul>
<b>Merging Test Strategies</b>	<ul style="list-style-type: none"> <li>- Summarize the items that must be considered when merging test strategies with a third party organization</li> </ul>
<b>Verifying Quality</b>	<ul style="list-style-type: none"> <li>- Create a set of entrance and exit criteria for a specified third party project scenario</li> </ul>
<b>Managing Across the Organization</b>	
<b>Advocating the Test Team</b>	<ul style="list-style-type: none"> <li>- Define appropriate steps to take to promote or advocate the test team</li> <li>- For a given situation, define the quantitative and qualitative benefits of testing and communicate those benefits effectively to project stakeholders</li> <li>- Give examples of situations in which the Test Manager would need to defend the test team</li> </ul>
<b>Placement of the Test Team</b>	<ul style="list-style-type: none"> <li>- Evaluate an organization's structure, its missions, its products, customers, and users, and its priorities, in order to determine the options for proper placement of the test team</li> </ul>

	within the organization, assess the implications of those options, and create an analysis for upper management of those options
<b>Stakeholder Communication</b>	- Communicate effectively with testing stakeholders, including non-test staff, about critical issues related to testing
<b>Creating and Building Relationships</b>	- For a given situation, demonstrate how to create and build relationships with other managers and teams - Explain and give examples of important relationships a Test Manager needs to create in a complex project environment
<b>Advocating Quality Activities Across the Organization</b>	- Identify other groups within the organization who are also involved in quality-related activities
<b>Integrating Tools Across the Organization</b>	- Define the issues that should be considered when dealing with multi-use tools - Analyze a proposed change to a multi-use tool and assess the impact on the test organization - Create a plan for rolling out a new multi-use tool considering all phases of the tool lifecycle
<b>Handling Ethical Issues</b>	- Evaluate a given set of behaviors under a given set of circumstances to identify possible ethical issues
<b>Project Management Essentials</b>	
<b>Project Management Tasks</b>	- For a given project, estimate the test effort using at least two of the prescribed estimation methods - Use historical data from similar projects to create a model for estimating the number of defects that will be discovered, resolved, and delivered on the current project - During the project, evaluate current conditions as part of test control to manage, track, and adjust the test effort over time, including identifying any deviations from the plan and proposing effective measures to resolve those deviations - Evaluate the impact of project-wide changes (e.g., in scope, budget, goals, or schedule); identify the effect of those changes on the test estimate - Using historical information from past projects and priorities communicated by project stakeholders, determine the appropriate trade-offs between quality, schedule, budget, and features available on a project - Define the role of the Test Manager in the change management process
<b>Project Risk Management</b>	- Conduct a risk assessment workshop to identify project risks that could affect the testing effort and implement appropriate controls and reporting mechanisms for these test-related project risks

<b>Quality Management</b>	- Define how testing fits into an organization's overall quality management program
<b>Test Project Evaluation and Reporting</b>	
<b>Tracking Information</b>	- For a given level of testing determine the most effective metrics to be used to control the project
<b>Evaluating and Using Information - Internal Reporting</b>	- Create an effective test results report set for a given project for internal use
<b>Sharing Information - External Reporting</b>	- Create an accurate, comprehensible and audience-appropriate test status dashboard - Given a specific project and project team, determine the proper level and media for providing weekly test reports
<b>Test Results Reporting and Interpretation</b>	- Given a particular lifecycle, project, and product, design appropriate test results reporting processes and dashboards, including metrics, taking into account the information needs and level of sophistication of the various stakeholders - Analyze a given test situation during any part of the test process, including appropriate qualitative interpretation, based on a given test dashboard and set of metrics
<b>Statistical Quality Control Techniques</b>	- Explain why a Test Manager would need to understand basic quality control techniques
<b>Testing Considerations for Domain and Project Factors</b>	
<b>Test Management Considerations for Lifecycle Models</b>	- Evaluate and report advantages and disadvantages associated with each lifecycle model in given situations - Describe the concepts usually found in agile projects which may influence the testing approach
<b>Managing Partial Lifecycle Projects</b>	- Compare the various partial project types, discussing the differences between these projects and pure development projects
<b>Release Considerations</b>	- Analyze the business context with respect to deployment, installation, release management, and/or product roadmap and determine the influence on testing
<b>Evaluating Effectiveness and Efficiency</b>	
<b>Effectiveness, Efficiency and Satisfaction Metrics for the Test Process</b>	- Explain the purpose of tracking effectiveness, efficiency and satisfaction metrics and give examples that would apply to a test project
<b>Effectiveness, Efficiency and Satisfaction Metrics</b>	- For a given test policy, define, evaluate, and report effectiveness, efficiency, and satisfaction metrics

<b>for the Test Policy Objectives</b>	
<b>Project Retrospectives</b>	- For a given completed project, manage a project retrospective, analyze data gathered during the project retrospective, and formulate plans for improvement

## ISTQB CTEL-TM Sample Questions:

### Question: 1

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

- a) The testers are integrated into the project from the initiation of the project.
- b) 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.
- c) The testers focus primarily on integration testing.
- d) When the schedule is compressed, testing planned for later iterations will be reduced or eliminated.

**Answer: a**

### Question: 2

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
- a) email – iii; post to intranet – iv; group meeting – vi; face-toface – ii.
  - b) email – ii; post to intranet – vi; group meeting – iv; face-toface –v.
  - c) email –iv; post to intranet –vi; group meeting – v; face-toface – i.
  - d) email –v; post to intranet – iii; group meeting – i; face-toface – iv.

**Answer: d**



**Question: 3**

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

- a) 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.
- b) 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.
- c) The Project TM entrusts the developer from his organization who is embedded within the offshore team to build a relationship with the offshore TM.
- d) 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.
- e) 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.
- f) The TM builds a relationship with the offshore test lead who is responsible for automating the regression tests for the next release.

**Answer: b, e**

**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?

- a) Options i, iii and iv are correct.
- b) Options ii, iii and iv are correct.
- c) All the options are correct.
- d) Options ii, iv and v are correct.

**Answer: b**

**Question: 5**

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?

- a) Regression testing at component level
- b) Regression testing at integration level
- c) User acceptance testing
- d) Manual regression testing at system level
- e) System integration testing
- f) Automated system regression tests
- g) Hardware software integration testing

**Answer: c, e, f**

**Question: 6**

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

- a) Business Analyst
- b) Customer
- c) User
- d) Project Manager

**Answer: d**

**Question: 7**

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?

(Choose three)

- a) Quality management requires software quality assurance activities to be integrated into the project lifecycle.
- b) 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.
- c) Quality management practices must be assessed by an external audit team to ensure compliance.
- d) Unit test documentation is a deliverable that is part of quality management.
- e) Quality management excludes activities to deliver projects within budget.
- f) The test plan is the basis for forming quality policies for an organization.
- g) Tracking metrics is an important aspect of quality management.

**Answer: a, d, g**

**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?

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

**Answer: a**

**Question: 9**

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

(Choose two)

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

**Answer: a, d**

**Question: 10**

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

- a) The average number of days from defect discovery and reporting to the ultimate resolution of the defect report
- b) 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
- 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 total amount of effort expended on a project, including all activities in the fundamental test process

**Answer: c**

## Study Guide to Crack ISTQB Test Management CTEL-TM Exam:

- Getting details of the CTEL-TM syllabus, is the first step of a study plan. This pdf is going to be of ultimate help. Completion of the syllabus is must to pass the CTEL-TM exam.
- Making a schedule is vital. A structured method of preparation leads to success. A candidate must plan his schedule and follow it rigorously to attain success.
- Joining the ISTQB provided training for CTEL-TM exam could be of much help. If there is specific training for the exam, you can discover it from the link above.
- Read from the CTEL-TM sample questions to gain your idea about the actual exam questions. In this PDF useful sample questions are provided to make your exam preparation easy.
- Practicing on CTEL-TM practice tests is must. Continuous practice will make you an expert in all syllabus areas.

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