# Sample Exam – Answers

**Sample Exam set A**
**Version 1.0**

# ISTQB® Test Management Syllabus Expert Level

**Compatible with Syllabus version 2.0**

International Software Testing Qualifications Board




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# Document Responsibility

The ISTQB® Examination Working Group is responsible for this document.

This document is maintained by a core team from ISTQB® consisting of the Syllabus Working Group and Exam Working Group.

# Acknowledgements

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| 0.1 | 1st March 2026 | Beta Release |
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| | | |


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# Introduction

## Purpose of this document

The example questions and answers and associated justifications in this sample exam have been created by a team of subject matter experts and experienced question writers with the aim of:

- Assisting ISTQB® Member Boards and Exam Boards in their question writing activities
- Providing training providers and exam candidates with examples of exam questions

These questions cannot be used as-is in any official examination.

**Note**, that real exams may include a wide variety of questions, and this sample exam ***is not*** intended to include examples of all possible question types, styles or lengths, also this sample exam may both be more difficult or less difficult than any official exam.

## Instructions

In this document you may find:

- Answer Key table, including for each correct answer:
  - K-level, Learning Objective, and Point value
- Answer sets, including all questions:
  - Correct answer
  - Justification for each response (answer) option
  - K-level, Learning Objective, and Point value
- Additional answer sets, including for all questions [does not apply to all sample exams]:
  - Correct answer
  - Justification for each response (answer) option
  - K-level, Learning Objective, and Point value

- *Questions are contained in a separate document*


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# Answer Key

| Question Number (#) | Correct Answer | LO | K-Level | Points | Question Number (#) | Correct Answer | LO | K-Level | Points |
|---|---|---|---|---|---|---|---|---|---|
| 1 | b | ELTM-1.1.1 | K4 | 3 | 27 | c | ELTM-4.3.1 | K4 | 3 |
| 2 | d | ELTM-1.1.2 | K5 | 4 | 28 | c | ELTM-4.4.1 | K4 | 3 |
| 3 | d | ELTM-1.2.1 | K4 | 3 | 29 | a | ELTM-4.5.1 | K2 | 1 |
| 4 | a, d | ELTM-1.2.2 | K4 | 3 | 30 | b | ELTM-4.6.1 | K5 | 4 |
| 5 | a | ELTM-1.2.3 | K5 | 4 | 31 | a | ELTM-5.1.1 | K3 | 2 |
| 6 | a | ELTM-1.3.1 | K5 | 4 | 32 | c | ELTM-5.1.2 | K4 | 3 |
| 7 | b | ELTM-2.1.1 | K5 | 4 | 33 | a, c | ELTM-5.2.1 | K4 | 3 |
| 8 | b | ELTM-2.1.2 | K4 | 3 | 34 | a, c | ELTM-5.2.2 | K3 | 2 |
| 9 | c | ELTM-2.1.3 | K2 | 1 | 35 | b, d | ELTM-5.3.1 | K2 | 1 |
| 10 | b | ELTM-2.2.1 | K5 | 4 | 36 | b, e | ELTM-5.3.2 | K4 | 3 |
| 11 | c | ELTM-2.2.2 | K2 | 1 | 37 | c | ELTM-5.4.1 | K3 | 2 |
| 12 | d | ELTM-2.2.3 | K4 | 3 | 38 | a | ELTM-6.1.1 | K3 | 2 |
| 13 | c | ELTM-2.2.4 | K3 | 2 | 39 | a, c | ELTM-6.1.2 | K5 | 4 |
| 14 | b | ELTM-2.3.1 | K5 | 4 | 40 | c | ELTM-6.2.1 | K2 | 1 |
| 15 | a | ELTM-2.3.2 | K4 | 3 | 41 | a | ELTM-6.2.2 | K3 | 2 |
| 16 | d | ELTM-2.3.3 | K2 | 1 | 42 | a, c | ELTM-6.2.3 | K4 | 3 |
| 17 | c | ELTM-3.1.1 | K3 | 2 | 43 | b | ELTM-6.3.1 | K3 | 2 |
| 18 | a | ELTM-3.1.2 | K4 | 3 | 44 | d, e | ELTM-6.3.2 | K4 | 3 |
| 19 | a | ELTM-3.2.1 | K4 | 3 | 45 | d | ELTM-6.3.3 | K3 | 2 |
| 20 | c | ELTM-3.2.2 | K4 | 3 | 46 | d | ELTM-7.1.1 | K2 | 1 |
| 21 | c, d | ELTM-3.3.1 | K4 | 3 | 47 | d | ELTM-7.1.2 | K3 | 2 |
| 22 | a | ELTM-3.4.1 | K3 | 2 | 48 | a, c | ELTM-7.2.1 | K5 | 4 |
| 23 | a | ELTM-3.5.1 | K2 | 1 | 49 | b | ELTM-7.3.1 | K3 | 2 |
| 24 | a, b | ELTM-3.5.2 | K4 | 3 | 50 | a | ELTM-7.3.2 | K4 | 3 |
| 25 | d | ELTM-4.1.1 | K2 | 1 | 51 | b | ELTM-8.1.1 | K2 | 1 |
| 26 | d | ELTM-4.2.1 | K3 | 2 | 52 | a, c | ELTM-8.2.1 | K5 | 3 |


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# Answers

| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| Section: Test Missions, Policies, Strategies and Goals | | | | | |
| **1** | b | a) Is not correct. This approach emphasizes broad coverage and defect detection, which is positive, but it does not explicitly align test priorities with the organizational quality goals for reliability, performance, and security. It is an operational rather than a strategic test policy aligned with business objectives.<br>b) Is correct. This option is fully aligned with the learning objective: it analyzes organizational quality goals and defines a risk-based, goal-driven test policy. It prioritizes critical quality characteristics for reliability, performance, and security. It also provides actionable metrics to support decision-making.<br>c) Is not correct. Although this option is close and mentions explicit measurement of quality goals, it is more of a test mission statement than a high-level test policy. A test policy should define principles and prioritization of test strategy rather than a validation focus alone.<br>d) Is not correct. This option emphasizes exhaustive test execution and post-release monitoring, which is operationally valuable, but it does not reflect strategic alignment with the defined quality goals. It risks overemphasizing non-critical areas and does not support informed risk-based decision-making. | ELTM-1.1.1 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **2** | d | a) Is not correct. It is unrealistic and expensive. Automating 100% of test cases across all devices is costly, fragile, and unlikely to be maintainable. It provides a poor return on investment (ROI) for a constrained budget with weekly releases<br>b) Is not correct because it pauses delivery and is high-risk. Freezing releases harms product momentum and user expectations. Building a full device matrix upfront is a huge sunk cost and delays learning.<br>c) Is not correct because it sacrifices quality for velocity. Accepting higher failure rates will damage user retention and reputation. It ignores measurable objectives and sustainable practices.<br>d) Is correct. It targets value-adding test automation. It automates core journeys and the most common/impactful devices providing the highest ROI. It also is Metric-driven so that failure rate and lead-time metrics provide actionable signals. Using goal-question-metric method provides that metrics support objectives (not vanity metrics) and lastly it is Iterative and feasible because it integrates with weekly releases and limited budget. It allows continuous evolution of test automation and metrics. | ELTM-1.1.2 | K5 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **3** | d | a) Is not correct. This cannot provide the documentation or evidence required for audits; exploratory methods are non-repeatable and unsuitable for compliance<br>b) Is not correct. Stakeholder consultation is valuable but insufficient as a main test strategy in a compliance-driven project that mandates objective, evidence-based testing.<br>c) Is not correct. This requires modeling expertise not available in the organization and adds unnecessary complexity<br>d) Is correct. The stable, approved requirements and need for compliance with ISO/IEC standards make a methodical test strategy and the standard-compliant test strategy the best fit. Requirements-based testing provides coverage traceability, while methodical testing supports repeatability and auditability — both are essential for regulated industries. The regression-averse test automation component provides efficiency for firmware updates while maintaining compliance. | ELTM-1.2.1 | K4 | 3 |


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|---|---|---|---|---|---|
| **4** | a,d | a) Is correct. The test strategy–context mismatch is due to the unstable microservices architecture. This is a systemic root cause because the test strategy assumed stable APIs and predictable integration points, which contradicts the reality of a still-evolving microservices ecosystem. In such a context, heavy reliance on test automation predictably leads to brittle tests, high maintenance cost, and limited effectiveness, directly undermining the test strategy's core assumptions.<br>b) Is not correct. The loss of senior test automation engineers clearly exacerbated test execution problems; this is a capacity and resilience issue. It is not the underlying strategic failure. A robust test strategy would anticipate personnel risk through redundancy, documentation, and phased test automation adoption, making this a contributing operational weakness rather than a primary root cause.<br>c) Is not correct. Inappropriate choice of regression-averse test strategy from the outset. Although the test strategy may appear suboptimal in hindsight, a regression-averse test strategy is not inherently incorrect for digital transformation programs. The failure lies less in the strategic intent and more in the lack of contextual tailoring and adaptive governance, making this a secondary analytical interpretation rather than the most defensible root cause.<br>d) Is correct. Test measurement inadequacy is masking early warning signals. This represents a critical systemic failure because inaccurate metrics (e.g., counting obsolete test scripts) created a false perception of progress, delaying intervention despite rising escaped defects (+30%). Without baseline quality indicators or trustworthy trend data, management lacked the visibility needed to adjust the test strategy before significant damage occurred.<br>e) Is not correct. Manual testers lack exploratory testing skills. Although limited exploratory testing capability reduced the team's ability to offset test automation weaknesses, this issue is symptomatic rather than causal. The need for exploratory testing emerged due to | ELTM-1.2.2 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| | | strategic and measurement failures, making skill gaps a downstream effect rather than a primary contributor to test strategy breakdown. | | | |
| **5** | a | a) Is correct. Governance test automation frameworks provide accountability, regular review, change control, and stakeholder communication. This directly supports test strategy coherence and maintainability, fulfilling the test management expert's long-term responsibilities<br>b) Is not correct. While detailed procedures improve consistency, without governance or maintenance mechanisms, the test strategy will quickly become outdated or fragmented. This addresses implementation, not sustainability<br>c) Is not correct. Executive focus is essential for approval but limited to initial adoption. It does not ensure ongoing alignment or adaptability of the test strategy<br>d) Is not correct. Delegating ownership to multiple project leads dilutes accountability and creates inconsistency. Test strategy ownership must remain centralized | ELTM-1.2.3 | K5 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **6** | a | a) Is correct. This demonstrates synthesis of evaluation results into a systemic improvement. Establishing traceability to test policy objectives and periodic alignment reviews provides strategic consistency, and feedback integration.<br>b) Is not correct. It just partially addresses the situation. It addresses consistency but ignores practicality and contextual diversity. Mandating uniform test automation frameworks may hinder local adaptability and increase technical debt if infrastructure varies<br>c) Is not correct. It focuses narrowly on short-term productivity metrics, not alignment or sustainability. It ignores completeness and consistency evaluation dimensions<br>d) Is not correct. It targets people development generically but lacks direct linkage to test policy to test strategy alignment or improvement governance (cf. [CTFL V.4]). | ELTM-1.3.1 | K5 | 3 |

Section: Managing the Test Team


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **7** | b | a) Is not correct. While structured questions support consistency, minimizing discussion prevents cross-validation and collective insight. Focus remains technical-only, neglecting diversity, inclusion and leadership aspects. Lacks bias-awareness measures<br>b) Is correct. It represents expert-level synthesis of diversity, bias mitigation, and process structure. Multi-stage interviews enable comprehensive evaluation; diverse panels and bias training reduce unconscious bias; behavioral inclusivity scenarios assess psychological safety leadership; evidence-based scoring ensures transparency and alignment with test policy objectives<br>c) Is not correct. Segmenting interviews by region promotes cultural bias and undermines unified evaluation criteria. Encourages inconsistent standards and fails to support global inclusivity<br>d) Is not correct. Eliminating behavioral assessment removes the ability to evaluate leadership and collaboration skills essential for inclusive test management. Overreliance on written technical tests produces narrow, operational evaluation, not strategic recruitment | ELTM-2.1.1 | K5 | 3 |
| **8** | b | a) Is not correct. Over-focuses on tools; does not address mentorship, feedback, or cultural integration.<br>b) Is correct. It directly addresses mentorship, structured competency verification, and alignment with internal standards — solving inconsistency, lack of structure, and poor engagement<br>c) Is not correct. It reduces learning retention; fails to support progressive, hands-on development<br>d) Is not correct. Misaligned — external vendors cannot train effectively on organizational-specific processes and culture | ELTM-2.1.2 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **9** | c | a) Is not correct. Exit interviews are typically handled by HR; the TME's role focuses on operational continuity, not HR feedback<br>b) Is not correct. Payroll and benefits are HR responsibilities, not the TME's operational concern<br>c) Is correct. Knowledge capture and continuity of test operations are the TME's primary duties before termination<br>d) Is not correct. Access revocation is coordinated after completion of handover; doing it immediately can disrupt necessary transitions. | ELTM-2.1.3 | K2 | 1 |


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|---|---|---|---|---|---|
| **10** | b | a) Is not correct. Approach A, while ensuring rapid organizational alignment through clear authority and decision-making structures, demonstrates critical weaknesses in stakeholder engagement that create substantial implementation resistance risks. Although this top-down mandate approach meets the 4-month deadline requirements, the imposed rather than adopted solutions typically result in poor long-term sustainability and post-implementation challenges that can undermine organizational goals.<br>b) Is correct. Approach B emerges as the most effective strategic stakeholder management solution by optimally balancing all critical success factors within the given constraints. This collaborative workshop approach demonstrates high stakeholder engagement effectiveness through shared ownership and consensus-building mechanisms, while simultaneously achieving strong organizational alignment through negotiated agreements rather than mandates. Despite requiring longer initial setup time and skilled facilitation, the approach remains manageable within the 4-month timeline when properly planned. Most significantly, Approach B establishes excellent long-term sustainability through collaborative decision-making processes that create genuine stakeholder buy-in and shared accountability for strategic outcomes<br>c) Is not correct. Approach C, while respecting regional expertise and reducing central coordination overhead, fundamentally conflicts with the core organizational objective of standardization and the budget constraint allowing only one unified approach. The regional autonomy model creates fragmented implementation that undermines organizational alignment, and the quarterly review mechanism provides insufficient control for ensuring strategic goal achievement. Although this approach offers medium-term implementation speed regionally, it generates long-term integration problems and depends on voluntary regional cooperation that cannot be guaranteed | ELTM-2.2.1 | K5 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| | | d) Is not correct. The fourth option (that no single approach is sufficient), while recognizing the theoretical complexity of stakeholder management challenges, is eliminated by the specific organizational constraints that require selection of exactly one communication approach. The company's test policy mandating consistent change management standards, combined with lessons learned from the previous failed test automation initiative where mixed approaches created stakeholder confusion, makes hybrid solutions impractical within the current implementation context. Additionally, the limited facilitation resources and regulatory audit requirements necessitate a focused, single-approach test strategy that can be properly documented and consistently executed. | | | |
| **11** | c | a) Is not correct . Assigning a single fixed owner and avoiding cross-training is not the goal; role clarity prevents duplication while still supporting shared understanding and skill coverage<br>b) Is not correct. Delegation based on skill is a management activity, but not the primary goal of role clarity<br>c) Is correct. Directly aligns with the principle that clear role definition ensures effective functioning, prevents duplication, and enables accountability<br>d) Is not correct . Role clarity supports coordination and shared understanding, not working in isolation; minimizing coordination would undermine team effectiveness. | ELTM-2.2.2 | K2 | 1 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **12** | d | a) Is not correct. It focuses only on one group for test automation engineers, neglecting domain testers and sustainability of learning. No mentoring or internal transfer plan. Thus a poor balance.<br>b) Is not correct. Cross-functional rotation builds empathy but delays addressing urgent skill gaps in AI testing; lacks targeted learning outcomes and structured follow-up.<br>c) Is not correct. Self-directed learning alone lacks structure, accountability, and depth for complex skills such as AI testing. Not optimal for organizational ROI<br>d) Is correct. It aligns with the principle of strategic learning mix: formal structured training for new AI skills and internal mentoring that ensures continuous knowledge transfer and cohesion. It balances short-term capability uplift with long-term sustainability. | ELTM-2.2.3 | K4 | 3 |
| **13** | c | a) Is not correct. Simply increasing workload does not address career growth or long-term engagement and may risk burnout rather than retention.<br>b) Is not correct. While recognition and structured mentoring are valuable, they do not fully address the tester's concern about future career progression.<br>c) Is correct. Discussing leadership or cross-functional career pathways aligns individual aspirations with organizational objectives, supporting engagement, retention, and long-term capability development.<br>d) Is not correct. Financial incentives acknowledge performance but do not resolve the underlying issue of career growth and professional challenge. | ELTM-2.2.4 | K3 | 2 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **14** | b | a) Is not correct. Enforcing uniform control ignores regional maturity and cultural factors. It will demotivate continent X experts and suppress continent Y team learning autonomy<br>b) Is correct. It exemplifies situational leadership: directive for inexperienced teams, coaching for mature ones, blending task clarity with skill development. It respects cultural nuance and maturity variance<br>c) Is not correct. This premature delegation disregards readiness disparities, creating risk of miscommunication and uneven performance<br>d) Is not correct. It enhances motivation but is insufficient to correct process inconsistencies or establish clear accountability | ELTM-2.3.1 | K5 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **15** | a | a) Is correct. Rotating moderators redistributes influence, addressing dominance and fostering empowerment. A “defect discussion charter” promotes psychological safety — members can raise defects without fear, while cultural exchange sessions enhance empathy and cross-cultural understanding, critical in distributed settings.<br>b) Is not correct. Strengthening the dominant test lead worsens hierarchy and suppresses psychological safety. Also mandating formal escalation creates fear, stifling spontaneous communication and innovation. This option violates the test management expert role principles of empowerment, inclusiveness, and transparent collaboration and reinforces existing dysfunctions rather than addressing root causes.<br>c) Is not correct. Gamification without addressing trust and culture risks provides superficial fixes. Competition may exacerbate tension across cultures. It does not rebuild safety or equity in discussions.<br>d) Is not correct. Co-location might rebuild trust temporarily but violates cost constraints and offers no systemic behavioral change and is not sustainable or inclusive. It excludes other regions. | ELTM-2.3.2 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **16** | d | a) Is not correct. Reducing meetings may temporarily increase available execution time, but it does not directly address stress management or long-term motivation. It risks weakening coordination and team cohesion, which are important for sustained engagement in continuous delivery environments.<br>b) Is not correct. Lowering coverage can reduce short-term pressure but may compromise quality and create future rework that increases stress later. It also undermines professional ownership of quality, which is essential for long-term motivation.<br>c) Is not correct. Financial rewards may increase short-term output but do not address intrinsic motivation or burnout risks. Sustainable engagement in testing relies more on purpose, mastery, and psychological safety than on extrinsic incentives alone.<br>d) Is correct. Test teams face burnout during tight deadlines and disengagement over long projects, requiring balance between pace, recognition, and variety. This approach balances immediate workload pressure with long-term intrinsic motivation and resilience. It supports sustainable performance by addressing both stress reduction and meaningful engagement. | ELTM-2.3.3 | K2 | 1 |

Section: Managing Across the Organization


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **17** | c | a) Is not correct. This approach is defensive and politically risky, relying on escalation and compliance fear rather than reframing value and building collaborative executive alignment.<br>b) Is not correct. Decentralizing governance and reducing budget without a structured risk-based model weakens strategic positioning and undermines regulatory robustness.<br>c) Is correct. Reframing quality planning through a value-based dashboard, adaptive risk checkpoints, portfolio alignment, and cross-functional learning demonstrates systemic advocacy and strengthens long-term strategic positioning.<br>d) Is not correct. Focusing mainly on operational efficiency and external recognition does not address executive concerns about value, risk, and sustainable governance. | ELTM-3.1.1 | K3 | 2 |
| **18** | a | a) Is correct. This option integrates quantitative cost avoidance, return on investment calculation, regulatory risk quantification, customer retention correlation, stakeholder-specific tailoring and strategic multi-year modeling<br>b) Is not correct. Although comprehensive operationally, it fails to translate metrics into financial or strategic impact and does not differentiate communication per stakeholder type<br>c) Is not correct. While compliance is important, isolating testing as governance protection limits broader business value articulation and risks defensive positioning.<br>d) Is not correct. Operational compromise does not demonstrate analytical linkage between test investment and measurable business value. | ELTM-3.1.2 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **19** | a | a) Is correct. Implementing a hybrid model embeds testers within product teams for early collaboration and rapid feedback while maintaining centralized governance to preserve independence, enterprise-wide standards, and systemic risk escalation, effectively balancing collaboration and control in a hybrid Agile environment.<br>b) Is not correct. Fully decentralizing testing removes independent oversight, risks inconsistent quality standards across products, and weakens cross-team learning and systemic risk management.<br>c) Is not correct. Retaining the centralized structure and adding process rigor increases bureaucracy, reinforces silo behavior, and does not resolve slow feedback or cultural resistance issues.<br>d) Is not correct. Moving testing under the PMO prioritizes schedule governance over technical quality enablement and reduces independent quality influence within delivery teams. | ELTM-3.2.1 | K4 | 3 |
| **20** | c | a) Is not correct. Matrix placement does not eliminate communication barriers entirely and still requires structured escalation and governance mechanisms.<br>b) Is not correct. A matrix structure typically enables broader career development across technical and business domains rather than restricting it.<br>c) Is correct. Matrix placement supports diverse career paths while balancing independence, collaboration, and communication, even though it introduces accountability complexity.<br>d) Is not correct. Matrix structures may reduce silos but do not eliminate prioritization conflicts between business and technical stakeholders. | ELTM-3.2.2 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **21** | c, d | a) Is not correct. Informal channels help but lack accountability and structure.<br>b) Is not correct. Communities of practice help but cannot resolve operational delays alone.<br>c) Is correct. Directly addresses collaboration, alignment, and liaison roles.<br>d) Is correct. Liaison roles directly address environment provisioning and collaboration.<br>e) Is not correct. Defect reporting dashboards improve visibility but do not replace structured collaboration. | ELTM-3.3.1 | K4 | 3 |
| **22** | a | a) Is correct. This option transforms defect metrics into quantified business risk level scenarios directly linked to market entry decisions, which addresses the executive gap in understanding. It also institutionalizes dialogue through facilitated workshops, aligning with the syllabus's emphasis on joint quality agreements and shared responsibility.<br>b) Is not correct. Although clearer reporting improves readability and transparency, it remains largely one-directional and does not convert defect data into strategic business risk level or enable collaborative decision-making.<br>c) Is not correct. Quarterly briefings promote structured communication but remain presentation-centric and periodic, limiting continuous dialogue and reducing responsiveness to evolving regulatory and market-entry risks.<br>d) Is not correct. AI summaries improve efficiency and personalization but maintain a passive information-delivery model rather than fostering interactive, shared evaluation of risk trade-offs. | ELTM-3.4.1 | K3 | 2 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **23** | a | a) Is correct. This option addresses governance, stakeholder alignment, shared standards, ownership, and learning orientation simultaneously, reflecting collaborative configuration and dialogue-based decision-making for sustainable multi-use tool management.<br>b) Is not correct. Although mandatory fields improve documentation quality, this approach focuses mainly on enforcement rather than shared ownership, governance alignment, and learning culture.<br>c) Is not correct. Enhancing dashboards improves visibility but does not resolve governance inconsistencies, naming conflicts, or configuration alignment across departments.<br>d) Is not correct. Standardizing retrospectives increases visibility of improvement themes but does not address systemic governance and configuration challenges in the shared tool ecosystem. | ELTM-3.5.1 | K2 | 1 |


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| **24** | a, b | a) Is correct. This option correctly analyzes the organizational governance impact. It directly addresses the question by assessing impact on governance and organizational alignment, including that multiple tool instances require replication of workflows, access models, and compliance configurations, and that configuration drift becomes a governance risk. Additional coordination is required to maintain regulatory consistency and recognition of this as a structural change to the test organization, not just a technical adjustment.<br>b) Is correct. This option correctly evaluates integration and traceability impact including for test automation results that must now be synchronized across multiple repositories, API-based integration that introduces consistency and reliability risks, Unified traceability chains and dashboards that may fragment, release-readiness reporting and compliance evidence generation that become more complex and it demonstrates deep analysis of technical changes affecting organizational control and quality reporting.<br>c) Is not correct. It is overly optimistic: segmenting into multiple instances does not preserve enterprise-wide reporting equivalence "without materially increasing governance synchronization effort." Multi-instance separation inherently adds reconciliation, configuration-alignment, and coordination overhead, so the claimed efficiency gains understate the governance and integration costs the scenario raises.<br>d) Is not correct. It overstates the capability of federated reporting: aggregated dashboards cannot "inherently" normalize all data streams "regardless of structural differences" between instances. Divergent schemas, workflows, and configuration drift mean cross-instance consistency is not automatic — it requires deliberate data governance and mapping, and some traceability fidelity may still be lost, so full equivalence with the prior single-instance model is not guaranteed. | ELTM-3.5.2 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| | | e) Is not correct. Containing configuration changes within team boundaries is a real benefit, but the option ignores systemic impact: the central test automation server, the federated reporting layer, and enterprise compliance evidence still span all instances, so cross-domain dependencies are not eliminated. Focusing only on local risk containment overlooks the integration, traceability, and governance risks the segmentation introduces organization-wide. | | | |
| Section: Managing External Relationships | | | | | |
| **25** | d | a) Is not correct. Reviewing documentation is useful but not the most critical factor in a regulated environment.<br>b) Is not correct. Involving internal audit supports governance but does not necessarily mean that regulatory testing obligations will be fully met.<br>c) Is not correct. Managing communication channels is important, but it is not the primary compliance concern.<br>d) Is correct. In a regulated hospital context, clearly defining the consultant's scope of work will help to have the regulatory testing obligations included in the assignment, which is the most important consideration to mitigate compliance risk. | ELTM-4.1.1 | K2 | 1 |
| **26** | d | a) Is not correct. While response time agreements are useful for service levels, they do not directly ensure the overall quality level of the delivered system.<br>b) Is not correct. Continuous availability supports communication but does not define measurable quality accountability.<br>c) Is not correct. Producing documentation supports deliverables but does not guarantee technical quality of the component testing.<br>d) Is correct. Defining a minimum statement coverage threshold establishes a measurable quality criterion and clear accountability for the thoroughness of component testing, aligning with contractual quality control expectations. | ELTM-4.2.1 | K3 | 2 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **27** | c | a) Is not correct. Increasing meeting frequency without addressing standardization, culture, and tool usage increases workload and fatigue but does not solve underlying misalignment or compliance gaps<br>b) Is not correct. A single liaison per test team reduces communication noise but introduces bottlenecks and risks of misinterpretation; it also does not ensure regulatory requirements are met.<br>c) Is correct. This aligns with the syllabus: communication with third parties must use formal, agreed-upon tools and templates, access-controlled repositories, and defined interfaces per the contract. And also addresses multiple analytical layers for Root Cause Analysis, Coordination and Compliance<br>d) Is not correct. Informal tools speed communication but bypass formal audit trails and contractual compliance, introducing risk and confusion in regulated environments | ELTM-4.3.1 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **28** | c | a) Is not correct. This prioritizes schedule over quality. Skipping verification of coverage and traceability introduces high integration risk and undermines the TME's accountability for ensuring quality gates are met.<br>b) Is not correct. This postpones defect discovery to acceptance testing, increasing cost of quality and delaying risk detection. Compensating later violates proactive test management principles<br>c) Is correct. This demonstrates analytical decision-making aligned with ISTQB Expert TM practices. The TME ensures contract compliance and validates deliverable quality using evidence-based review of supplier test results before system integration. Prevents downstream defects and ensures traceability to contractual acceptance criteria<br>d) Is not correct. This Overreacts. Changing the contract mid-project is impractical; the correct step is to enforce current contract expectations first and collect metrics for future improvements | ELTM-4.4.1 | K4 | 3 |
| **29** | a | a) Is correct. A common glossary ensures shared understanding and clear communication between internal and external teams, which is essential for effective collaboration.<br>b) Is not correct. Using the same test approach is less critical than ensuring clear communication and coordination.<br>c) Is not correct. Allowing the vendor to lead the entire test strategy reduces internal ownership and balanced collaboration.<br>d) Is not correct. Managing risks independently can create silos instead of coordinated risk management. | ELTM-4.5.1 | K2 | 1 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **30** | b | a) Is not correct. It Ignores quantitative and qualitative entry/exit criteria (coverage shortfall, open high-severity defects).<br>b) Is correct. This is balanced, evidence-based evaluation: the TME maintains quality governance (defect severity blocking entry) while allowing conditional progress aligned with contractual obligations. Demonstrates evaluative judgment: upholds quality gates but manages pragmatic project constraints<br>c) Is not correct since it partially addresses the issue. It enforces criteria strictly but lacks practical risk evaluation; may unnecessarily delay progress for minor non-blocking deviations<br>d) Is not correct. It violates the principle of objective, enforceable entry/exit criteria. Treating them as “guidelines” negates contractual enforceability and quality control. | ELTM-4.6.1 | K5 | 3 |
| Section: Project Management Essentials | | | | | |
| **31** | a | a) Is correct. An estimate of 50 days is 1.25 standard deviations above the mean (50 − 40 = 10; 10/8 = 1.25). In a normal distribution, this corresponds to roughly an 89% probability of completing within 50 days, meaning there is still a moderate risk of overrun.<br>b) Is not correct. A 50% probability would correspond to the mean (40 days), not a value significantly above it.<br>c) Is not correct. 68% probability corresponds to one standard deviation above the mean (48 days), not 50 days.<br>d) Is not correct. A 99% probability would require a value much further above the mean (around 2.5–3 standard deviations), which 50 days does not represent. | ELTM-5.1.1 | K3 | 2 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **32** | c | a) Is not correct. A simple average ignores variability between components and does not use available predictors such as LOC or code churn. It fails to model defect counts at component level and therefore cannot effectively identify defect-prone areas.<br>b) Is not correct. While advanced machine-learning models can provide strong predictive performance, they may be unnecessarily complex given the structured count-based data and relatively limited historical dataset. Additionally, interpretability is important for stakeholder acceptance, and tree ensembles can obscure the influence of predictors.<br>c) Is correct. Count-based regression models suit defect frequency data, balancing interpretability and accuracy. Defect counts are discrete event data, making Poisson or negative-binomial regression statistically appropriate modeling approaches. These models incorporate predictors such as LOC and code churn while remaining interpretable and aligned with established defect prediction practices.<br>d) Is not correct. Expert judgment can complement quantitative models but should not replace available empirical data. Ignoring three years of defect history and measurable predictors would reduce objectivity and predictive reliability. | ELTM-5.1.2 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **33** | a, c | a) Is correct. This option reflects strategic rebalancing within the Cost of Quality model by shifting spending from appraisal toward prevention to reduce high external failure exposure, optimizing total Cost of Quality over future releases.<br>b) Is not correct. Intensifying appraisal while maintaining prevention at 12% fails to address systemic defect introduction causes and increases cost concentration in detection rather than prevention.<br>c) Is correct. This option applies marginal Cost of Quality reasoning by evaluating whether increasing prevention investment produces a total CoQ reduction within the approved budget constraint, supporting economically defensible decision-making.<br>d) Is not correct. Extending system testing increases detection effort but does not rebalance prevention and appraisal despite rising internal failure costs, limiting long-term CoQ optimization.<br>e) Is not correct. Increasing both prevention and appraisal simultaneously ignores trade-off principles within the Cost of Quality model and risks over-investment without analyzing marginal benefit. | ELTM-5.2.1 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **34** | a, c | a) Is correct. Multiplying ordinal values assumes ratio-scale properties and produces mathematically misleading equivalence. Recommending interval-based or expected monetary value estimation aligns prioritization with the significant economic exposure difference.<br>b) Is not correct. Although frequency is relevant, accepting ordinal equivalence ignores the disproportionate financial exposure of Risk A and does not properly quantify comparative economic impact.<br>c) Is correct. Converting risks into monetary intervals or probability distributions enables meaningful expected exposure comparison and variance analysis, supporting statistically grounded prioritization.<br>d) Is not correct. Weighting risk impact within the same ordinal framework does not resolve the mathematical invalidity of multiplying ordinal values.<br>e) Is not correct. Using worst-case impact alone ignores risk likelihood and expected value considerations and replaces one flawed simplification with another. | ELTM-5.2.2 | K3 | 2 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **35** | b, d | a) Is not correct. Updating the test plan before approval bypasses formal change governance. The TME must provide analysis, not assume approval even under regulatory pressure<br>b) Is correct. This reflects the TME's formal responsibility during impact analysis, covering test strategy, regression scope, environments, and quantified effort estimation before approval. It supports structured decision-making within the CCB governance process.<br>c) Is not correct. Although developers contribute technical insight, impact analysis on test scope and regression test strategy is the TME's responsibility. Delegating fully undermines test governance accountability.<br>d) Is correct. The TME must collaborate cross-functionally to assess impact on coverage, cost, and schedule prior to CCB decisions. This aligns with structured change management stages.<br>e) Is not correct. While schedule protection is valid, deferring analysis contradicts the structured change management process. The TME must analyze impact regardless of eventual approval outcome. | ELTM-5.3.1 | K2 | 1 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **36** | b, e | a) Is not correct. Deferring recalibration risks executing against obsolete assumptions and underestimating distributed system integration exposure.<br>b) Is correct. Integrated re-baselining synthesizes architectural, test automation, environmental, risk, and schedule impacts into a defensible delivery model with quantified confidence levels.<br>c) Is not correct. Increasing throughput without recalibrating scope, baselines, and exit criteria does not address systemic architectural risk shifts.<br>d) Is not correct. Maintaining original exit criteria ignores fundamental risk changes and does not realign completion assumptions with the transformed system.<br>e) Is correct. Structured traceability, coverage reassessment, distributed risk incorporation, and monitoring recalibration ensure analytical accuracy and alignment with architectural transformation. | ELTM-5.3.2 | K4 | 3 |
| **37** | c | a) Is not correct. Delaying documentation violates traceability and audit requirements in safety-critical projects.<br>b) Is not correct. Even minor changes must be documented to maintain full traceability.<br>c) Is correct. Safety-critical projects require continuous documentation updates and complete traceability to ensure regulatory compliance.<br>d) Is not correct. Deferring documentation control contradicts ongoing compliance and audit expectations | ELTM-5.4.1 | K3 | 2 |

Section: Test Monitoring and Control


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
|---|---|---|---|---|---|
| **38** | a | a) Is correct. This option applies GQM aligned to the strategic objective of reducing production defects. It includes escaped defect trends, defect detection percentage, defect reopening rate, risk-weighted regression coverage, and CI/CD integration, ensuring relevance, actionability, consistency, and predictive value<br>b) Is not correct. These metrics focus on throughput and perception rather than defect containment effectiveness and do not directly predict escaped defects.<br>c) Is not correct. Efficiency metrics measure effort and utilization but do not directly align with the goal of reducing production defects.<br>d) Is not correct. Technical robustness indicators reflect development quality but lack direct linkage to test monitoring effectiveness and the stated production defect reduction goal. | ELTM-6.1.1 | K3 | 2 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **39** | a, c | a) Is correct. This evaluates mathematical scale validity, reliability concerns from inconsistent severity classification, and predictive decision validity through correlation with escaped defect and regulatory incident data, addressing foundational measurement integrity and strategic alignment.<br>b) Is not correct. Although it evaluates reporting timeliness and alignment with decision cycles, it focuses primarily on scheduling synchronization rather than deeper validity, reliability, and mathematical soundness issues.<br>c) Is correct. This evaluates stakeholder utility, clarity, interpretability, and decision-support capability of reports, directly assessing whether metrics meaningfully inform release readiness and regulatory risk management.<br>d) Is not correct. While it evaluates portfolio balance and predictive coverage, it does not directly address mathematical validity or stakeholder usage concerns, focusing instead on scope sufficiency.<br>e) Is not correct. This evaluates governance and procedural rigor, but does not comprehensively assess whether the metrics themselves are valid, reliable, and decision-effective relative to the strategic objective.<br>. | ELTM-6.1.2 | K5 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **40** | c | a) Is not correct. Although it accurately describes internal reporting, the question asks for the statement that BEST distinguishes internal and external reporting. This option describes internal reporting only and does not clearly contrast with external reporting characteristics.<br>b) Is not correct. Although sprint-end reporting may be derived from internal data, the slide deck targets executive and compliance stakeholders and summarizes business-level insights, making it external in purpose rather than internal in classification.<br>c) Is correct. This correctly identifies characteristics of external reporting as formal, milestone-based, business and compliance focused, and produced for regulators and oversight stakeholders.<br>d) Is not correct. Classification depends on purpose, audience, tone, and intent, not merely on who accesses the report. Simply granting access does not redefine report type. | ELTM-6.2.1 | K2 | 1 |


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| **41** | a | a) Is correct. The stacked bar chart is the most appropriate because It shows total defect volume per component on the bar height. It also shows severity composition within each component at the stack segments and It allows cross-component comparison of both quantity and composition simultaneously while it also supports direct visual evaluation of which components pose the greatest residual release risk. This avoids unnecessary fragmentation into multiple visuals and aligns with governance-level decision needs while minimizing cognitive load since it also integrates volume + composition + comparability in a single, release-decision-oriented view.<br>b) Is not correct. Although pie charts clearly show proportional severity distribution and linking them to release thresholds adds contextual meaning, using multiple separate pie charts makes cross-component comparison of overall volume difficult. Additionally, pie charts do not effectively communicate absolute defect burden, which is essential for release readiness assessment where total exposure matters alongside proportion.<br>c) Is not correct. The grouped bar chart supports direct comparison of severity counts across components and the inclusion of readiness thresholds enhances decision context. However, it does not visually emphasize total residual exposure as intuitively as stacked bars, and it requires the board to cognitively aggregate separate bars to interpret overall component risk composition, increasing interpretation complexity during release discussions.<br>d) Is not correct. The conditional-format table provides precision and integrates release readiness tolerance indicators, which is beneficial for audit defensibility. However, tables lack immediate visual synthesis of composition and comparative magnitude, requiring cognitive effort to interpret patterns, thereby reducing effectiveness for high-level release authorization discussions. | ELTM-6.2.2 | K3 | 2 |
| **42** | a, c | a) Is correct. This option correctly separates strategic-level static reporting for executives from tactical dashboard usage for | ELTM-6.2.3 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| | | operational leadership, respecting abstraction levels, avoiding information overload, and meeting regulatory documentation expectations.<br>b) Is not correct. Although filtered dashboards appear efficient, relying on a dashboard as the primary executive medium may encourage unintended drill-down into operational detail and reintroduce information overload in a sensitive regulatory milestone context.<br>c) Is correct. This option balances strategic storytelling via presentation for executive governance with tactical real-time dashboards for delivery teams, aligning communication medium with stakeholder abstraction level and enabling structured discussion.<br>d) Is not correct. Creating a single integrated report for all stakeholder levels reduces abstraction tailoring and risks unnecessary complexity for executives, conflicting with the principle of delivering the right information at the right level.<br>e) Is not correct. Inviting executives to observe operational dashboard views blurs abstraction boundaries, increases cognitive load, and may shift focus from business risk considerations to technical defect management. | | | |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **43** | b | a) Is not correct. This option is plausible because analyzing defect categories could reveal whether a specific defect type is driving the increase. However, the scenario's core issue concerns time-based statistical process behavior, not defect composition. Before prioritizing defect categories, the TME must determine whether the process itself shows a non-random instability pattern.<br>b) Is correct. Control chart rules include identifying eight successive increasing data points as a non-random trend. Even without exceeding control limits, such a pattern indicates potential process instability and requires investigation. This directly applies statistical quality control principles appropriately.<br>c) Is not correct. A cause-effect workshop is a strong structured root cause analysis approach and is professionally reasonable. However, applying it at this stage assumes the process is unstable. The first step is to confirm statistically whether an out-of-control condition exists using control chart rules.<br>d) Is not correct. This option intelligently considers correlation between execution effort and defect counts, which could explain the increase. However, the primary analytical task is assessing process stability over time, not variable correlation. The control chart trend rule should be evaluated before exploring explanatory correlations. | ELTM-6.3.1 | K3 | 2 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **44** | d, e | a) Is not correct. Although reallocating testers addresses defect density, it does not sufficiently investigate test automation instability or repeated failure causes contributing to effort variance.<br>b) Is not correct. Monitoring test automation infrastructure improves visibility but does not directly mitigate the highest-risk business exposure in the loan module.<br>c) Is not correct. While iterative monitoring is valuable, it does not explicitly prioritize the high-impact module or address root causes behind repeated failures.<br>d) Is correct. Collaborative review enables rapid identification of root causes behind flakiness and defect patterns, supporting informed and immediate risk-based corrective actions.<br>e) Is correct. Concentrating exploratory and risk-focused testing on the high-impact loan module while maintaining essential regression stability aligns resources with business risk and supports data-driven prioritization under schedule pressure. | ELTM-6.3.2 | K4 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **45** | d | a) Is not correct. This option appears proactive and risk-aware, but it does not address the key deviation — incomplete high-risk module testing. Monitoring readiness and documenting residual risk alone is insufficient to control the deviation.<br>b) Is not correct. Reallocating resources without enforcing a readiness gate may improve coverage slightly, but does not formally control the deviation from the test plan. It risks running incomplete or unreliable tests on critical areas, potentially leading to residual high-severity defects.<br>c) Is not correct. Accelerating execution with partially ready environments may give the appearance of progress, but it increases the likelihood of invalid test results and defect misdiagnosis. Extra logging does not fully mitigate the risk.<br>d) Is correct. Enforcing a readiness gate ensures that the high-risk module is not tested prematurely, which could produce invalid results. Reprioritizing lower-risk tests maximizes resource usage while maintaining focus on critical areas. This is the textbook test control action for deviations caused by environment delays in high-risk components. | ELTM-6.3.3 | K3 | 2 |

Section: Evaluating Effectiveness, Efficiency and Satisfaction and Improving Test Policy


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **46** | d | a) Is not correct. While tracking metrics helps monitor performance and assess testware quality, this does not fully capture the broader purpose of evaluating the overall test process.<br>b) Is not correct. These metrics focus on process performance rather than evaluating individual team member contributions.<br>c) Is not correct. Although metrics may support audits and compliance, this is not their primary purpose within the test process.<br>d) Is correct. According to the ISTQB Expert Level syllabus (Chapter 7), the primary purpose of tracking effectiveness, efficiency, and satisfaction metrics is to monitor test performance and provide insights that support continuous process improvement. | ELTM-7.1.1 | K2 | 1 |
| **47** | d | a) Is not correct. Expanding test automation without analyzing declining quality and satisfaction ignores the relationship between efficiency and effectiveness.<br>b) Is not correct. Increasing capacity treats symptoms rather than analyzing the interaction between productivity, quality, and stakeholder perception.<br>c) Is not correct. Stopping test automation entirely is reactive and does not address the root cause of declining effectiveness.<br>d) Is correct. The syllabus emphasizes evaluating effectiveness, efficiency, and satisfaction together to understand trade-offs and identify improvement opportunities across the test process. | ELTM-7.1.2 | K3 | 2 |

Section: Stakeholder Relationships


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **48** | a, c | a) Is correct. Project A's escaped defect rate of **12%** exceeds the commonly referenced benchmark threshold of **under 10%**, indicating potential quality gaps, while Project B's **7%** is within competitive range. Using external benchmarks allows the TME to evaluate whether the observed **12% vs. 7% escape rates**, along with test cycle times of **8 days and 14 days**, reflect strong or weak performance relative to industry standards.<br>b) Is not correct. Although Project B's **7% escaped defect rate** is lower than Project A's **12%**, it also has a longer **14-day test cycle time** compared to **8 days**, and a lower stakeholder satisfaction score of **65% versus 72%**. Ignoring these additional metrics oversimplifies the evaluation and fails to consider efficiency and perception trade-offs<br>c) Is correct. Raw comparisons between **12% and 7% escaped defects**, or **8 days versus 14 days test cycle time**, may be misleading if Project B handles significantly higher complexity or larger scope. Normalization ensures that differences in satisfaction scores (**72% vs. 65%**) and other metrics are interpreted within proper contextual boundaries.<br>d) Is not correct. While Project A has a higher stakeholder satisfaction score of **72% compared to 65%**, it also shows a higher escaped defect rate of **12% versus 7%**, which increases product risk. Evaluating only satisfaction ignores measurable quality outcomes and delivery efficiency differences of **8 days versus 14 days**.<br>e) Is not correct. Although Project A's **72% satisfaction score** exceeds Project B's **65%**, its **12% escaped defect rate** is significantly worse than Project B's **7%**, which may indicate greater production risk. A proper evaluation must analyze the trade-offs between escape rate, test cycle time (**8 vs. 14 days**), and stakeholder perception rather than relying on a single metric. | ELTM-7.2.1 | K5 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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| **49** | b | a) Is not correct. Reverting immediately ignores the need for systematic evaluation of effectiveness, efficiency, and satisfaction metrics as required in managerial test policy assessment.<br>b) Is correct. The syllabus emphasizes coordinated managerial review and structured evaluation of effectiveness, efficiency, and satisfaction. Applying Root Cause Analysis supports evidence-based improvement rather than reactive decisions.<br>c) Is not correct. Delaying action postpones structured assessment and does not align with continuous improvement practices described in the syllabus.<br>d) Is not correct. Focusing only on defect reduction ignores the broader evaluation of stakeholder satisfaction and team sustainability required in test policy improvement. | ELTM-7.3.1 | K3 | 2 |
| **50** | a | a) It addresses consistency | ELTM-7.3.2 | K4 | 3 |
| Section: Ethical Considerations | | | | | |
| **51** | b | a) Is not correct. Complying with pressure to emphasize only positive findings violates the ethical principles of honesty, transparency, and integrity expected of a TME.<br>b) Is correct. According to the ISTQB ethical principles, the TME must provide an accurate and complete test report and maintain professional integrity, including documenting any pressure to alter test results.<br>c) Is not correct. Preparing different versions of the test report to hide defects undermines transparency and breaches professional ethics.<br>d) Is not correct. Delaying the test report to present a more favorable view misrepresents the true quality status and compromises ethical responsibility. | ELTM-8.1.1 | K2 | 1 |


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| **52** | a, c | a) Is correct. This situation clearly violates the fundamental principle of fair treatment, which "requires equitable management of team members, contractors, and stakeholders without discrimination or favoritism." The syllabus specifically states this "encompasses fair performance evaluation, resource allocation, and opportunity distribution."<br><br>Evaluation criteria met: Demonstrates favoritism based on personal relationship rather than performance; Fails to provide honest performance feedback, which is a key aspect of "team management ethics; Violates the principle that "professional standards must be consistently applied across all team members"; Fails to demonstrate "respect for individual dignity" by treating team members inequitably;<br><br>Appropriate corrective actions are implemented with objective, transparent performance evaluation criteria. Provide honest performance feedback to the underperforming tester; Consider "performance improvement plans" or "additional training" as mentioned in the document. Ensure consistent application of professional standards going forward.<br>b) Is not correct. This describes normal defect management processes. The usability issue has been properly documented and prioritized for the next release. There is no ethical violation in following standard defect prioritization practices. Escalation would only be necessary if the issue was suppressed or misrepresented.<br>c) Is correct. This represents a clear conflict of interest in vendor relationships. The document states that "vendor and external relationship ethics require careful evaluation of potential conflicts of interest" and TMEs must "assess whether relationships compromise objectivity, create unfair advantages, or violate organizational policies." Evaluation criteria met are: Creates potential for compromised objectivity in procurement decisions; Could create unfair advantage for one vendor; Violates principles of fair | ELTM-8.2.1 | K5 | 3 |


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| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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procurement practices; Compromises the TME's independence and professional judgment.

Appropriate corrective actions include Decline the gift to maintain "appropriate boundary management", Declare the conflict of interest to management. Remove oneself from the procurement decision-making process, as the document explicitly states: "corrective measures include declaring conflicts, implementing oversight mechanisms, or removing individuals from decision-making processes" and Document the incident for transparency and organizational records.

d) Is not correct. This demonstrates **appropriate and ethical resource allocation**. The document states that evaluation should consider "whether decisions are based on legitimate business criteria" and "whether processes are transparent and consistent." Allocating critical tasks based on "proven expertise and past performance metrics" represents fair, merit-based decision-making. The document confirms that resource allocation ethics requires assessing "whether decisions are based on legitimate business criteria," which is clearly met here

e) Is not correct. Maintaining the NDA is the ethically correct approach. The document indicates TMEs must "balance confidentiality commitments with professional responsibilities to prevent harm." Since there's no indication of harm (only inefficiency), maintaining confidentiality is appropriate. The document emphasizes that TMEs must "respect intellectual property rights" and follow "clear protocols for information sharing


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# Appendix: Answers to Additional Questions

| Question Number (#) | Correct Answer | Explanation / Rationale | Learning Objective (LO) | K-Level | Number of Points |
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