

Sample Exam – Questions

Sample Exam Set A

v0.6

ISTQB® Agile Test Leadership at Scale (ATLaS) Syllabus

Advanced Level

Compatible with Syllabus v0.6

International Software Testing Qualifications Board



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Document Responsibility

The ISTQB[®] Agile Test Leadership at Scale task force is responsible for this document.

Acknowledgments

This document was produced by a core team from ISTQB[®]: Mette Bruhn-Pedersen (Product Owner), Michael Heller, Jean-Luc Cossi, Leanne Howard, Samuel Ouko, Gil Shekel, and Loyde Mitchell.

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Revision History

Version	Date	Remarks
0.6	2021/11/09	Added increment 3
0.4	2021/06/30	Added increment 2
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0 Introduction

0.1 Purpose of this Document

The sample questions and answers and associated justifications in this sample exam set 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.

These questions cannot be used as-is in any official examination, but they should serve as guidance for question writers. Given the wide variety of formats and subjects, these sample questions should offer many ideas for the individual Member Boards on how to create good questions and appropriate answer sets for their examinations.

0.2 Instructions

The question set is organized in the following way:

- Question – including any scenario followed by the question stem
- Answer option set

Answers, including justification, are contained in the Sample Exam – Answers: Sample Exam Set A, v0.6 document.

1 Questions

Question #1 (1 Point)

Which of the following is the best example of test management at scale with a quality assistance approach?

- a) Test process improvement activities that continuously focus on the number of defects found in software systems.
- b) System testing is conducted manually by a separate team.
- c) Test activities spanning multiple teams are planned by a test department.
- d) A group of people in different roles in the organization who collaborate to identify and solve quality related problems.

Select ONE option.

Question #2 (1 Point)

Why is quality coaching an important skill?

- a) It supports an organization's transformation toward business agility.
- b) It reduces the burden on the test management role.
- c) It helps negotiate funding at executive level to increase the head count in a test department.
- d) Developers will not succeed with building in quality if testers do not coach them.

Select ONE option.

Question #3 (1 Point)

Five teams responsible for the same solution have experienced numerous delays due to defects being identified when the last two teams finish their stories and start to integrate them. In most cases the three other teams started development ahead of the two other teams, but needed to wait for the other two teams to catch up. Each team is implementing a part of the same epic.

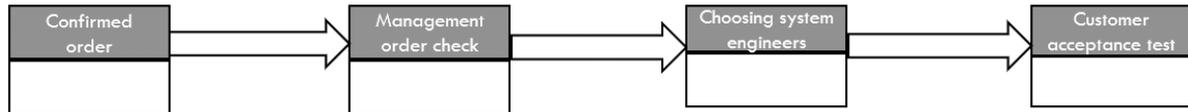
Which of the following statements BEST describes the teams' situation as part of a value stream?

- a) Each team needs to investigate and improve its own processes to minimize the delays.
- b) The teams would like to add another team to conduct testing after each integration.
- c) The teams can allocate more time between each integration for troubleshooting and resolving integration defects.
- d) The problems experienced by the teams are part of the working steps in an operational value stream and cannot be resolved by the teams.

Select ONE option.

Question #4 (2 Points)

A company uses system engineers to install and customize a complex software product at a lot of different customer sites. An important checkpoint for the company is an acceptance test conducted at the customer site, after which billing can start. After an initial workshop, a draft operational value stream map was produced, see below:



What would be the next step in the value stream mapping process?

- a) Agree on what service group the installation process belongs to.
- b) Set a goal for improving the value stream.
- c) Check that all relevant steps are included in the map.
- d) Add the development value streams.

Select ONE option.

Question #5 (2 Points)

You are observing one tester at work. She is verifying a web application that displays clients' information using specific colors, depending on their credit score. She has two screens. On screen 1, she scrolls several times through an extensive list of clients. She goes through 23 of them to find one who has the profile she wants to verify. It takes 6 minutes. Then, on screen 2, knowing the client's first and last name, she researches that client on the web application, clicks on a button to load the client's profile, and verifies visually the display of the information with the correct colors. It takes 1 minute.

Which of the following wastes can be found in the scenario?

- a) Waiting
- b) Correction
- c) Non-utilized talent
- d) Motion

Select ONE option.

Question #6 (2 Points)

While conducting a pilot project to assess the implementation of a new approach to improve the design process of new software modules for a commercial website, members of the agile team complete the Check step, but do not achieve the planned results.

Which of the following should be chosen as the next step in the cycle?

- a) Choose the approach providing the best result and proceed to the Act step.
- b) Choose another approach and repeat the Do and Check stages.
- c) Go back to the Plan stage and create a strategy based on a new hypothesis.
- d) Select options b or c, depending on the relative success of the Do phase.

Select ONE option.

Question #7 (1 Point)

Which of the following activities would NOT typically be undertaken for local improvement at the Do stage in the PDCA cycle?

- a) Making sure that improvement experiments and results are accessible in configuration management systems beyond the team scope.
- b) Writing transparent, but just enough, documentation as part of the realization of the improvement experiments.
- c) Letting a testing community of practice know about and give feedback to improvement efforts.
- d) Generating conclusions from the actions that have been devised and executed.

Select ONE option.

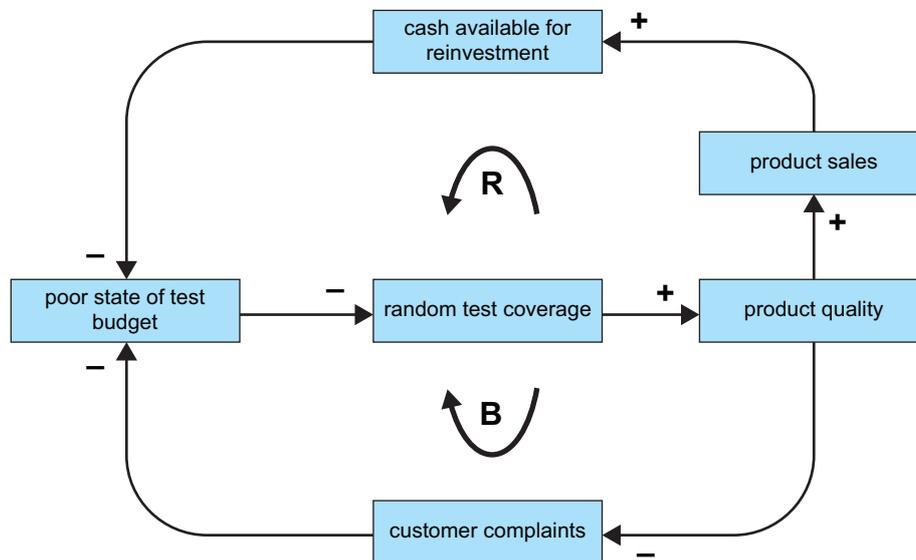
Question #8 (1 Point)

You are in an organization where multiple agile teams have been working to deliver a system that will provide an online banking system for an investment bank. A problem arises whereby if a single team tries to alleviate a problem, the solution most often causes new or recurrent problems for other teams. The organization management has now requested that the team ensures that the root cause analysis is included within the problem-solving for the QA and testing activities in order to prevent waste. Which of the following would NOT likely be undertaken during this problem-solving approach that aims to prevent waste?

- a) Figure out what negative events are occurring. Then find out how technical systems are contributing to key points of failure.
- b) Utilize the five whys to explore the underlying cause-and-effect of particular problems.
- c) Make use of pareto charts and fishbone diagrams.
- d) Set up isolated test environments for each team to ensure they cannot interfere.

Select ONE option.

Question #9 (2 Points)



Read the suggestions for how to improve the causal loop diagram and evaluate each of the suggestions individually.

Which two suggestions would improve the causal loop diagram (CLD) the most?

- Customer complaints should be enhanced with the number of last month's complaints.
- Change "random test coverage" to "risk-based test coverage."
- Rename the variable "poor state of test budget" to "test budget" and change causal links from - to + accordingly to make the diagram easier to understand.
- The negative link between "product quality" and "customer complaints" is not a genuine causal relationship and should be further explained with additional variables.
- The R loop should be a balancing loop, since it contains two minus paths.