Sample Exam – Questions

Sample Exam Set A

v1.0

ISTQB® Agile Test Leadership at Scale (ATLaS) Syllabus

Advanced Level

Compatible with Syllabus v1.0 and Body of Knowledge v1.0

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, Loyde Mitchell, and Ilia Kulakov.

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Revision History

Version	Date	Remarks
v1.0	2022/05/13	Release version

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0 Introduction

0.1 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.

0.2 Instructions

In this document you may find:

- Questions[1], including for each question:
  - Any scenario needed by the question stem
  - Point value
  - Response (answer) option set
- Additional questions, including for each question (does not apply to all sample exams):
  - Any scenario needed by the question stem
  - Point value
  - Response (answer) option set
- *Answers, including justification are contained in a separate document*

1 In this sample exam the questions are sorted by the LO they target; this cannot be expected of a live exam.

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.

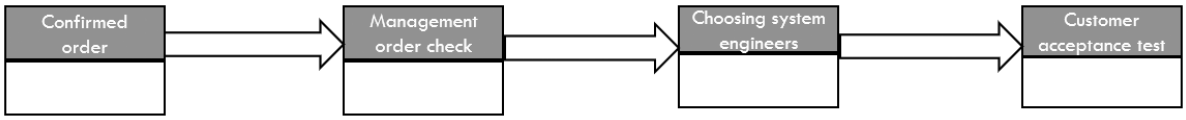
c) The teams can allocate more time between each integration for troubleshooting and resolving integration defects.

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 root cause analysis is included within problem solving in 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.

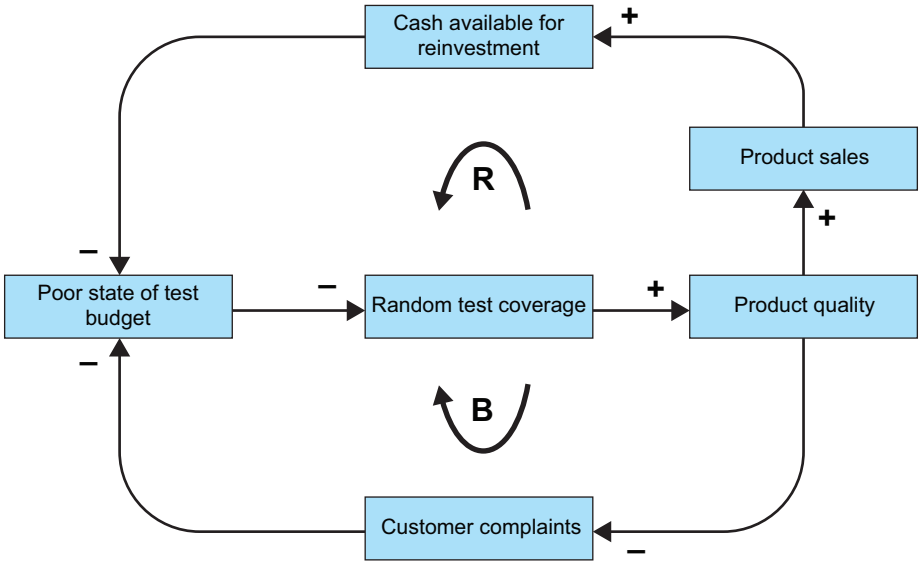
b) Utilize the Five Whys to explore the underlying cause and effect of particular problems.

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?

a) Customer complaints should be enhanced with the number of last month's complaints.

b) Change "random test coverage" to "risk-based test coverage."

c) 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.

d) The negative link between "product quality" and "customer complaints" is not a genuine causal relationship and should be further explained with additional variables.

e) The R loop should be a balancing loop, since it contains two minus paths.

Select TWO options.

Question #10 (1 Point)

An organization wants to shift to a quality culture and mindset.

Which of the following activities shows how skills supporting a quality assistance approach can best be applied by an agile test leader to help the organization change?

a) Coaching sessions with leaders to explore what they think prevents continuous improvement of quality.

b) Facilitating delivery optimization discussions within a team retrospective.

c) Organizing pairing sessions so that the team members learn new techniques from each other.

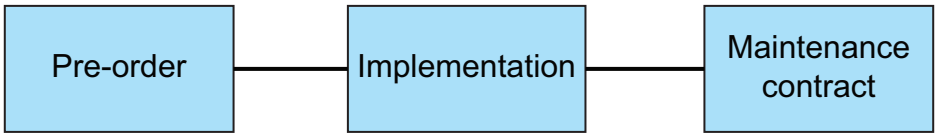
d) Helping a group who recently experienced a serious problem in the performance of a core process to identify where, within that process, they could eliminate waste.

Select ONE option.

Question #11 (2 Points)

The sales, manufacturing, help desk, and agile test teams are discussing an operational value stream which the agile test team supports in their role as 3rd line support. The agile test teams working mainly for the development value stream also collaborate with the help desk to understand the operational value stream they support. The four groups draw a map of the operational value stream with the following three working steps:

- Pre-order: Selling team pre-order consulting
- Implementation: Product implementation with dedicated manufacturing consultants
- Maintenance contract: Product usage phase with user help desk acting as main customer contact



In each of the working steps, help requests for technical information or support can arise for the agile test teams.

The group wants to understand how well the agile test teams support their colleagues in the three working steps.

Which of the following activities could help them gain insights and improve the current state map above?

a) Visualize an additional order type for orders requested by management and add lead time information for each working step and the total lead time.

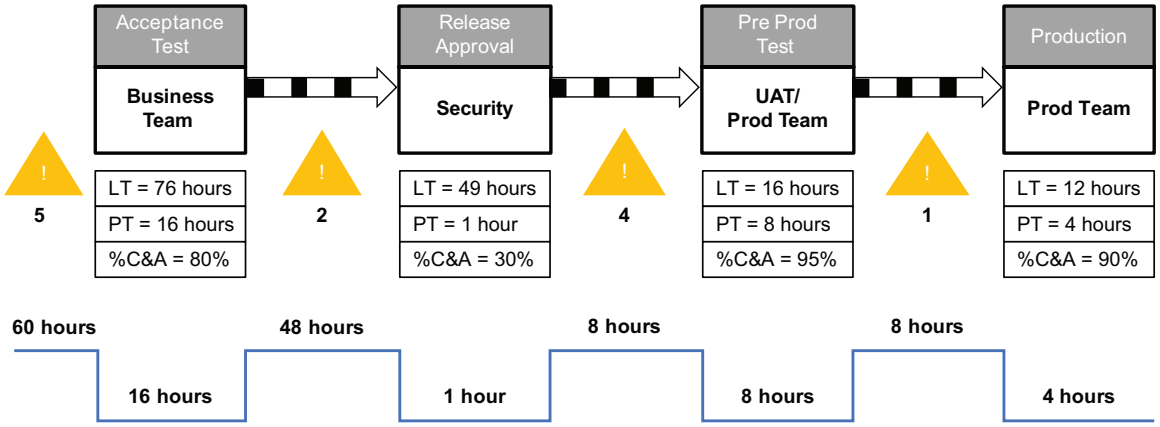
b) Add the number of open help requests as inventory for each working step in the operational value stream.

c) Add identified non-value-adding working step to make bottlenecks more visible.

d) Make sure all relevant reports from the continuous integration pipeline are visible in the value stream map.

Select ONE option.

Question #12 (3 Points)



You have been appointed to review part of a development value stream to help the teams optimize the flow efficiency. Based on the above current state map which shows the last part of the value stream, which TWO of the following improvement goals would you recommend?

a) Decrease the processing time of all steps by 30%.

b) Incorporate security checks as part of the development earlier in the value stream and remove the “Release Approval” step.

c) Combine “Acceptance Test” and “Pre Prod Test” into one step.

d) Increase the percent complete and accurate (%C&A) of the “Release Approval” step by 5%.

e) Decrease the wait time of the “Acceptance Test” step by 50%.

Select TWO options.

Question #13 (2 Points)

A company offering software-as-a-service (SaaS) is struggling to sell its software to large companies because its SaaS solutions do not meet customer expectations for security. The product manager wants to run a Plan-Do-Check-Act (PDCA) cycle to avoid a similar situation in the future. The product manager holds a meeting with relevant sales people, the enterprise architect, the compliance officer, and the data protection officer. They discuss what the reasons could be for not having anticipated the need for technical security and how they close this gap. They conclude that the teams in the development value stream have not properly understood the need, despite the many checklists and guidelines on technical security. Following a normal PDCA cycle, what would be the next step?

a) The product manager and enterprise architect start to talk with the teams to explain the importance and urgency of developing features that address the gap.

b) The data protection officer reviews the checklists to see if something is missing.

c) The sales people start updating their sales material so it is ready once the agreed security improvements have been implemented by the teams.

d) The product manager calls for another meeting with people from the relevant teams to better understand the problem and decide how to improve.

Select ONE option.

Question #14 (1 Point)

Which of the following is an example of how systems thinking supports a quality assistance approach?

a) Analyzing in a systemic way can help to find test management practices that are a burden to the organization.

b) An agile test leader escalates problems spanning multiple agile teams to senior management since the agile test leader does not have the authority to solve systemic problems.

c) Using the Five Whys technique to identify the number of developers needed to support test automation.

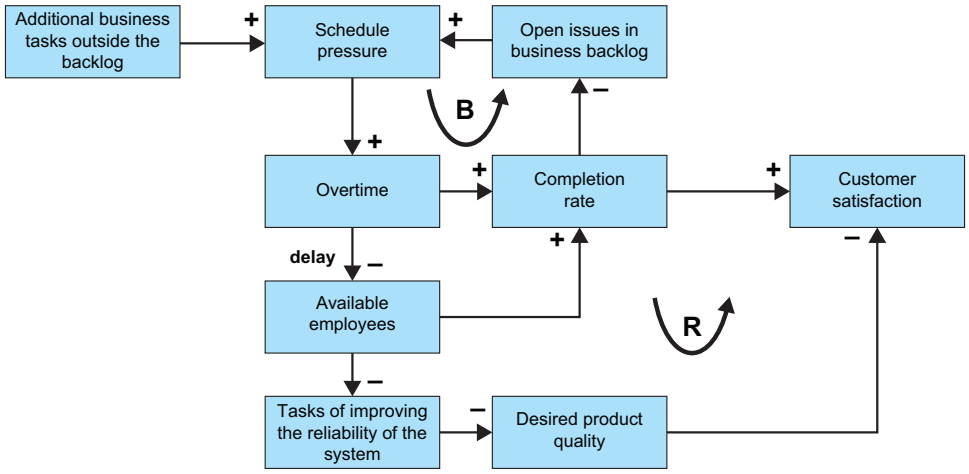
d) By analyzing an organization as a system, quality assistance avoids dealing with the technical systems which are often too complex to change.

Select ONE option.

Question #15 (2 Points)

A company has several agile teams working on its popular online store. The product manager and product owners (together called product management) are constantly bringing new items to the product backlog to add new functionality, ignoring tasks the software development teams had marked as important enablers. This includes tasks needed to improve reliability.

During the last team of teams retrospective, the following causal loop diagram (CLD) was created to understand the consequences of product management continuing to prioritize the business tasks.



Which TWO conclusions would you choose after studying the diagram?

a) Some tasks to improve the reliability of the system must be prioritized and completed to increase customer satisfaction.

b) The business tasks and the reliability tasks should be analyzed in separate causal loop diagrams.

c) If the development team works additional overtime, they can also do reliability tasks in parallel with the business tasks outside the backlog.

d) The continuous addition of prioritized business tasks results in more team overtime. In the long run, this will decrease the number of employees available to do business tasks.

e) The reinforcing loop shows how an increase in reliability tasks results in increased customer satisfaction and more available employees.

Select TWO options.