



TMMi® Professional Sample Paper A

Version 3.4

#SuccessWithTMMi

AUTHOR: ERIK VAN VEENENDAAL

www.tmmi.org

This sample exam paper supports candidates preparing for the TMMi Professional certification examination based on the TMMi Professional Syllabus V2.3 [TMMiProf] and the TMMi Model Version 2.0 [TMMiV2.0]. The questions are representative of the format, style, and level of difficulty of the actual examination and cover all syllabus chapters. The sample paper is intended as a self-assessment tool to help candidates evaluate their readiness for the examination and become familiar with the types of questions that may be asked.

The second part of this document contains the correct answers and justifications for each question, providing additional guidance and supporting the learning process.

© TMMi Foundation 2011–26

All rights reserved. No part of this publication may be lent, sold, transferred, reproduced or transmitted in whole or in part in any form or by any means without prior permission from the TMMi Foundation except in the manner described in the associated license documentation.

Where any form of copying is allowed under the terms of the associated license documentation, it is subject to the provision that this notice is reproduced in any such copies. Words that we have reason to believe constitute trademarks have been designated as such. However, neither the presence nor absence of such designation should be regarded as affecting the legal status of any trademark.

CMMI is a registered trademark of ISACA (United States)

IDEAL is a service mark of the CMMI Institute (United States)

TMMi is a registered trademark of the TMMi Foundation (UK).

Contributors

Katalin Balla (Hungary)

Adrian Howes (UK)

Poonam Jain (India)

Ella Shang (China)

Erik van Veenendaal (The Netherlands)

Kelly Ye (Australia)

Revisions

This section summarizes the key revisions between releases this document.

This section is provided for information only.

Release	Revision Notes
V2.0	Version 2.0 is the first full TMMi Professional sample exam paper (including justifications). Earlier versions only had 20 questions (without justifications)
V2.1	Question 6 updated, (question, answer and justification)
V2.2	Justification question 16 updated
V3.0	Updated for new TMMi Professional syllabus (V2020) with questions for agile (Q29-32), removed questions 6, 15, 22 and 37 to align with the new question distribution per syllabus. Question 8 has been updated to reflect a K1.
V3.1	Minor updates regarding numbering of LO's and numbering of Chapter headings
V3.2	With question 14, the LO number has been changed to the correct one (LO4.7). From now on labelled as sample paper A.
V3.3	Update in the context of release TMMi Model R1.3 (2022) and TMMi Professional syllabus 2.1 (2022). Question 5 has been updated to align with CMMI version 2, especially answer D has been changed. Question 14 has been fully updated to the new practice area defined in CMMI version 2. Minor textual update with question 29.
V3.4	Fully updated for the new Professional syllabus (V2.3), which is the syllabus based on the TMMi model version 2.0. The following questions are new: 4, 8, 10, 11, 18, 19, 20, 27, 28, 29, 30, 31, 32, 34, 36 and 40. All other questions have been largely or fully re-used.

Table of Contents

Contributors.....	3
Revisions.....	4
Table of Contents.....	5
1 Sample Exam Paper	6
1.1 Introduction to the TMMi model	6
1.2 TMMi Maturity Levels	7
1.3 Structure of the TMMi	8
1.4 TMMi model	10
1.5 TMMi in Agile and DevOps context	14
1.6 Artificial Intelligence	15
1.7 TMMi Assessments	17
1.8 Implementing TMMi	19
2 Answers and Justifications	21
2.1 Introduction to the TMMi model	21
2.2 TMMi Maturity Levels	21
2.3 Structure of the TMMi	22
2.4 TMMi model	22
2.5 TMMi in Agile and DevOps context	24
2.6 Artificial Intelligence	25
2.7 TMMi Assessments	25
2.8 Implementing TMMi	26
References	28

1 Sample Exam Paper

1.1 Introduction to the TMMi model

Learning Objective 1.1 “Provide examples of the typical business reasons for test improvement”

1. Which of the following statements is NOT a typical business reason for test improvement?

Number of correct answers: **1**

- A) Introduce a new process improvement framework.
- B) Increase predictability of testing.
- C) Reduce the costs of failure by improving effectiveness of testing.
- D) Reduce time to market by increasing efficiency of testing activities.

Learning Objective 1.5 “Describe the scope of the TMMi model, including the fact that TMMi is intended to be lifecycle independent”

2. Which of the following statements is FALSE regarding the scope of the TMMi model?

Number of correct answers: **1**

- A) Test automation and tooling are part of the TMMi model.
- B) TMMi can also be applied in DevOps context.
- C) TMMi addresses all test levels including static testing.
- D) TMMi is intended to support testing activities and test process improvement in both systems and software engineering.

Learning Objective 1.3 “Summarize typical costs and benefits of the TMMi”

3. Which of the following is the benefit most often reported by TMMi users?

Number of correct answers: **1**

- A) Improved product quality.
- B) More efficient testing.
- C) Compliance to an international standard.
- D) Higher levels of personnel motivation.

Learning Objective 1.7 “Compare TMMi to Quality Engineering”

4. Which of the following statements BEST describes the relationship between TMMi and Quality Engineering?

Number of correct answers: **1**

- A) TMMi focuses mainly on test execution, whereas Quality Engineering focuses on test management and organizational quality practices
- B) TMMi and Quality Engineering largely address different topics, since TMMi focuses on testing while Quality Engineering focuses primarily on software development.
- C) TMMi and Quality Engineering have substantial overlap; TMMi process areas map to Quality Engineering practices such as quality strategy, responsibilities and roles, quality measures, and continuous improvement.
- D) TMMi provides the Quality Engineering practices, while Quality Engineering provides the maturity levels and process areas needed to institutionalize these practices.

1.2 TMMi Maturity Levels

Learning Objective 2.1 “Summarize the TMMi maturity levels and process areas”

5. Which of the following process areas is a TMMi level 4 process area?

Number of correct answers: **1**

- A) Test Policy and Strategy
- B) Defect Prevention
- C) Test Process and Integration
- D) Product Quality Evaluation

Learning Objective 2.1 “Summarize the TMMi maturity levels and process areas”

6. What is the correct order for the following TMMi maturity levels (from low to high maturity)?

Number of correct answers: **1**

- A) Defined, Managed, Measured
- B) Managed, Defined, Measured
- C) Defined, Measured, Managed
- D) Managed, Measured, Defined

Learning Objective 2.2 “Explain the TMMi maturity levels”

7. Study the following description:

“Testing is multi-levelled. Component, integration, system and acceptance test level are distinguished. For each identified test level there are specific testing objectives defined in the organization-wide or program-wide test strategy.”

To which TMMi maturity level does this description apply?

Number of correct answers: **1**

- A) Level 2
- B) Level 3
- C) Level 4
- D) Level 5

Learning Objective 2.2 “Explain the TMMi maturity levels”

8. Study the following description:

“Standard test processes and test process assets are developed, maintained and used consistently by all projects and teams. Key terms that describe the objectives at this TMMi level are institutionalization and early involvement.”

To which TMMi maturity level does this description apply?

Number of correct answers: **1**

- A) Level 2
- B) Level 3
- C) Level 4
- D) Level 5

1.3 Structure of the TMMi

Learning Objective 3.2 “Explain the difference between a required, expected and informative component”

9. Which of the following components describe what an organization must comply with to satisfy a process area?

Number of correct answers: **1**

- A) Informative components
- B) Expected components
- C) Required components
- D) Required components and expected components together

Learning Objective 3.3 “Categorize the components of the TMMi by type (required, expected, informative)”

10. Which of the following TMMi model components is an expected component?

Number of correct answers: **1**

- A) Goal
- B) Practice
- C) Subpractice
- D) Typical work product

Learning Objective 3.4 “Understand how TMMi covers institutionalization”

11. Institutionalization is an important concept in process improvement. Which TMMi process area covers the institutionalization of a defined test process applied consistently throughout the organization?

Number of correct answers: **1**

- A) Implementation and Habit
- B) Test Organization
- C) Test Process and Integration
- D) Test Measurement

Learning Objective 3.5 “Summarize the relationship between TMMi and CMMI”

12. Which of the following statements is TRUE?

Number of correct answers: **1**

- A) The TMMi process area Test Planning is supported by the CMMI practice areas Planning, and Risk and Opportunity Management.
- B) Practices within the CMMI practice area Verification & Validation provide support for implementation of the TMMi process area Peer Reviews.
- C) The CMMI practice area Causal Analysis and Resolution provides support for implementation of TMMi process area Quality Control.
- D) Implementation of Non-Functional Testing process area of TMMi is supported by the CMMI practice area Performance Management.

1.4 TMMi model

Learning Objective 4.1 “Summarize the TMMi level 2 process areas and goals”

13. Which of the following goals would you be targeting during the implementation of the Test Policy and Strategy process area?

Number of correct answers: **1**

- A) Perform a Product Risk Assessment
- B) Establish Test Performance Indicators
- C) Establish a Test Approach
- D) Establish a Test Organization

Learning Objective 4.1 “Summarize the TMMi level 2 process areas and goals”

14. Which of the following is NOT a TMMi level 2 Process Area?

Number of correct answers: **1**

- A) Test Policy and Strategy
- B) Peer Reviews
- C) Test Monitoring and Control
- D) Test Environment

Learning Objective 4.2 “Recognize the practices of the TMMi Level 2 process areas”

15. Which process area would you be targeting when implementing the practice Identify product risks?

Number of correct answers: **1**

- A) Test Policy and Strategy
- B) Test Planning
- C) Test Monitoring and Control
- D) Test Design and Execution

Learning Objective 4.2 “Recognize the practices of the TMMi Level 2 process areas”

16. An informal TMMi assessment revealed a weakness in the area of traceability of test conditions and test cases to requirements. Which process area would you be targeting when implementing the practice Maintain horizontal traceability with requirements?

Number of correct answers: **1**

- A) Test Planning
- B) Test Monitoring and Control
- C) Test Design and Execution
- D) Test Process and Integration

Learning Objective 4.4 “Recognize the practices of the TMMi level 3 process areas”

17. Which TMMi level 3 process area includes the practice Collect and share test best practices?

Number of correct answers: **1**

- A) Test Organization
- B) Test Training Program
- C) Implementation and Habit
- D) Test Process and Integration

Learning Objective 4.3 “Summarize the TMMi level 3 process areas and goals”

18. An organization has successfully implemented all TMMi Level 2 process areas and now wants to standardize and improve its testing practices across the organization. During a workshop, several improvement initiatives are proposed.

Which of the following initiatives BEST reflects the objectives of the TMMi Level 3 process areas?

Number of correct answers: **1**

- A) Establish organization-wide test processes, integrate testing with the development lifecycle, improve tester competencies, perform systematic non-functional testing, and institutionalize peer reviews.
- B) Improve project- or team-level test planning and monitoring, establish a test policy, introduce risk-based testing, and improve defect reporting.
- C) Establish quantitative product quality objectives and introduce a test measurement program.
- D) Focus on defect prevention, optimize the test process based on quantitative feedback, and apply quality control techniques.

Learning Objective 4.3 “Summarize the TMMi level 3 process areas and goals”

19. An organization has successfully implemented the TMMi Level 2 process areas. Test managers are responsible for project-level testing, but there is no organizational entity responsible for defining, maintaining, and improving the organization's testing capabilities. Consequently, test practices differ significantly between projects, and lessons learned are rarely shared.

Which TMMi Level 3 process area would BEST address this shortcoming?

Number of correct answers: **1**

- A) Test Planning
- B) Test Organization
- C) Test Process and Integration
- D) Test Training Program

Learning Objective 4.4 “Recognize the practices of the TMMi level 3 process areas”

20. An organization conducts reviews of requirements, user stories, and source code. However, each project applies different review techniques and entry and exit criteria, resulting in inconsistent review quality and effectiveness.

Which TMMi Level 3 practice would BEST address this shortcoming?

Number of correct answers: **1**

- A) Deliver test training (on peer reviews)
- B) Develop peer review procedures
- C) Identify work products to be reviewed
- D) Conduct peer reviews

Learning Objective 4.6 “Recognize the practices of the TMMi level 4 process areas”

21. A test organization is trying to implement an improvement goal to develop a quantitative understanding of product quality, as part of the process area Product Quality Evaluation.

Which of the following practices needs to be addressed as part of process area 4.2 (Product Quality Evaluation) goal 1 Establish Quantitative Project Goals for Product Quality?

Number of correct answers: **1**

- A) Specify test measures
- B) Identify non-functional product risks
- C) Identify product quality needs
- D) Measure product quality

Learning Objective 4.6 “Recognize the practices of the TMMi level 4 process areas”

22. Which of the following is FALSE about the goal 1 Define Test Measurement Objectives of process area 4.1 Test Measurement?

Number of correct answers: **1**

- A) Goal 1 covers the establishment of test measurement objectives
- B) Goal 1 addresses the specification of test measures
- C) Goal 1 covers the communication of test measurement results after analysis
- D) Goal 1 addresses the specification of data collection, storage and analysis procedures

Learning Objective 4.7 “Summarize the TMMi level 5 process areas and goals”

23. Which of the following are NOT goals of the TMMi level 5 process area Test Process Optimization?

- i. **Select Test Process Improvements**
- ii. **Determine, Plan and Implement Test Process Improvements**
- iii. **Evaluate New Testing Technologies**
- iv. **Implement and Deploy Test Improvements**
- v. **Monitor Product Quality**

Number of correct answers: **1**

- A) i and iv
- B) ii and iii
- C) ii and v
- D) iii and v

Learning Objective 4.8 “Recognize the practices of the TMMi level 5 process areas”

24. Which of the following statements is FALSE about the level 5 process area Defect Prevention?

Number of correct answers: **1**

- A) Defect prevention practices propose solutions to eliminate common causes of defects.
- B) In order to prevent as many defects as possible, all defects should be analyzed.
- C) Defect Prevention is based on an analysis of a subset of all defects.
- D) Action proposals drive the improvement activities to prevent defects from re-occurring.

1.5 TMMi in Agile and DevOps context

Learning Objective 5.1 “Understand how TMMi can be used in an Agile context, and how the two can complement each other”

25. Which of the following statements is FALSE regarding how TMMi can and should be used in an Agile context?

Number of correct answers: **1**

- A) TMMi practices are an expected component, and they can be achieved by an “alternative” practice in an Agile context
- B) TMMi refers to the fact that testing should be an integrated part of software development and not be treated as something that is totally separate. As such TMMi and Agile approaches can effectively work together.
- C) Agile approaches and TMMi can not only co-exist, but when successfully integrated will bring substantial benefits.
- D) When doing TMMi test process improvement in an Agile organization, an initial set of TMMi practices of TMMi must be imposed on an organization and applied to prove compliance.

Learning Objective 5.2 “Understand the difference doing test process improvement in an Agile context compared to doing this in a traditional context”

26. Which of the following statements is FALSE when comparing doing test process improvement in an Agile context compared to doing this in a traditional context?

Number of correct answers: **1**

- A) The focus of improvements in an Agile context is often not on cross-project learning and institutionalization of improvements but on continuous improvements locally.
- B) Both in Agile and traditional environments, a centralized TMMi process improvement project should be set up to ensure proper implementation of improvement actions across the organization.
- C) In an Agile context, there may be a single combined “test document” covering the essential elements of a test policy, test strategy and even high-level test plan. Test process improvers should make “improvement” suggestions which call for more rigorous and thorough test documentation.
- D) In an Agile context, the range and number of alternative improvement ideas to be considered may be significantly higher than compared to non-Agile lifecycle models.

Learning Objective 5.4 “Understand how TMMi can be used in a DevOps context, and how the two can complement each other”

27. An organization has successfully adopted DevOps and is releasing software several times a day using automated CI/CD pipelines. As the organization grows, management notices that testing practices are becoming inconsistent across teams and important testing activities are occasionally overlooked.

How can TMMi BEST complement the organization's DevOps approach?

Number of correct answers: **1**

- A) By replacing the DevOps practices with standardized TMMi practices across all teams.
- B) By providing a structured framework that helps institutionalize and continuously improve testing practices while preserving the benefits of DevOps.
- C) By requiring formal test approval for every software release before deployment to production.
- D) By postponing testing until after deployment (so-called shift-right testing) to avoid slowing down the CI/CD pipeline.

Learning Objective 5.5 “Explain with examples how the TMMi process areas, goals and practices should be interpreted and can be used in a DevOps context”

28. In a DevOps environment, who is primarily responsible for quality and testing according to the guidance provided in the “TMMi in the DevOps world” document?

Number of correct answers: **1**

- A) The independent tester within the cross-functional DevOps team.
- B) The value-stream test manager.
- C) Operations, represented by the Ops-engineer who is part of the cross-functional DevOps team.
- D) The entire cross-functional DevOps team, with testing integrated throughout the delivery lifecycle.

1.6 Artificial Intelligence

Learning Objective 6.1 “Understand the difference between “testing AI-based systems” and “using AI for testing”

29. An organization develops an application that uses a machine-learning model to make recommendations to its customers. The test team evaluates the training and test data, model behavior, functional correctness, performance, security, and potential bias in the recommendations.

Which concept does this scenario BEST illustrate?

Number of correct answers: **1**

- A) Using AI for testing
- B) Testing AI-based systems
- C) AI-driven non-functional testing
- D) Test process improvement for AI using TMMi

Learning Objective 6.3 “Explain with examples, how the TMMi process areas, goals and practices should be interpreted and can be used when testing AI-based systems”

30. A DevOps team is defining its test strategy for testing an AI-based system. In addition to traditional testing, the team plans to test the quality of the input data and the AI model before it is integrated with the rest of the system. Once integrated, the complete system will be tested and its performance will be monitored in production for potential model, data, or concept drift.

How should the TMMi goal "Establish a Test Strategy" BEST be interpreted in this situation?

Number of correct answers: **1**

- A) The test strategy should focus primarily on traditional test levels such as component, integration, system, and acceptance testing.
- B) The test strategy should replace traditional test levels with a single model-testing phase because the AI model is the main source of product risk.
- C) The test strategy should focus primarily on the accuracy of the AI model, since traditional functional and non-functional testing is not applicable to AI-based systems.
- D) The test strategy should distinguish between offline and online testing and include appropriate testing of input data, the AI model, the integrated system, and ongoing production monitoring.

Learning Objective 6.4 “Understand the People, Process and Technology (PPT) Framework and how this reflects on Artificial Intelligence and test process improvement”

31. A TMMi Level 2 organization wants to use GenAI to improve its Test Design and Execution process. The organization has an established and consistently used test process with templates, and experienced testers are available to review AI-generated test cases and test scripts.

Which statement BEST reflects the People Process Technology (PPT) Framework and the guidance provided by the TMMi?

Number of correct answers: **1**

- A) GenAI should not be used because TMMi requires test cases and test scripts to be best created manually using the domain experience of the testers.
- B) GenAI should replace the existing test process because with GenAI technology is the primary driver of test process improvement.
- C) GenAI can support activities such as generating test cases and test scripts, provided the people and process dimensions are also adequately addressed and AI-generated results are reviewed by humans.
- D) GenAI should only be used for TMMi Level 3 and above organizations and up since they have the required level of test maturity to apply GenAI successfully.

Learning Objective 6.5 “Explain, with examples, how Artificial Intelligence and GenAI can support the TMMi process areas and goals”

32. A TMMi level 3 organization wants to use GenAI to support the TMMi process area Test Monitoring and Control. The organization has accumulated historical test data and regularly collects current information about test progress, product quality, risks, and test results.

Which of the following is an appropriate application of GenAI in this context?

Number of correct answers: **1**

- A) Generate dashboards and reports, identify trends and predictive insights, and recommend corrective actions based on monitoring data.
- B) Replace the organization's test monitoring process with an AI model that makes all corrective-action decisions without human involvement.
- C) Use GenAI exclusively to generate new functional and non-functional test cases, because it's typically very inefficient to use GenAI for monitoring and control.
- D) Use GenAI to determine the organization's TMMi maturity level based on historical test data.

1.7 TMMi Assessments

Learning Objective 7.2 “Compare informal TMMi assessments with formal TMMi assessments”

33. Consider the following characteristics of an assessment:

- the assessment is performed by an accredited TMMi assessor.
- only interviews are used as evidence.

To which type of assessment do these characteristics relate?

Number of correct answers: **1**

- A) Informal assessments
- B) Formal assessments
- C) Both formal and informal assessments
- D) Neither formal nor informal assessments based on TAMAR

Learning Objective 7.3 “Summarize the TMMi assessment process, including component rating”

34. During a TMMi level 2 formal assessment the following results for process area achievement have been determined:

Process Area	Rating
Test Policy and Strategy	Partially Achieved
Test Planning	Largely Achieved
Test Monitoring and Control	Fully Achieved
Test Design and Execution	Fully Achieved
Test Environment	Largely Achieved
Implementation and Habit	Not Rated

Which rating would you assign to maturity level 2 based on the results of the assessment?

Number of correct answers: **1**

- A) Not Achieved
- B) Partially Achieved
- C) Largely Achieved
- D) Not Rated

Learning Objective 7.3 “Summarize the TMMi assessment process, including component rating”

35. Given the following TMMi assessment phases:

- i. Data Collection and Validation
- ii. Planning
- iii. Process Component Rating
- iv. Reporting

Which of the following orderings matches the generic assessment process?

Number of correct answers: **1**

- A) i, ii, iii, iv
- B) ii, iii, i, iv
- C) iii, ii, i, iv
- D) ii, i, iii, iv

Learning Objective 7.1 “Explain the role of assessments within the overall improvement process”

36. An organization is considering performing its first TMMi assessment. During a management meeting, several reasons for performing an assessment are discussed.

What is a primary role of a TMMi assessment within the overall test improvement process?

Number of correct answers: **1**

- A) To certify that all projects or teams comply with the organization's test process.
- B) To identify strengths and improvement opportunities, providing a baseline for planning and prioritizing test process improvements.
- C) To verify that all TMMi practices have been implemented before introducing DevOps.
- D) To verify whether individual testers possess the competencies required by the Test Training Program process area.

1.8 Implementing TMMi

Learning Objective 8.2 “Summarize the activities of the diagnosing phase of the improvement framework”

37. Which of the following activities is one that will typically be performed as part of the diagnosing phase of the IDEAL test improvement cycle?

Number of correct answers: **1**

- A) Develop Recommendations
- B) Develop Approach
- C) Develop Solution
- D) Plan Actions

Learning Objective 8.4 “Summarize the activities of the acting phase of the improvement framework”

38. Which of the following statements about the acting phase of the IDEAL improvement model is TRUE?

Number of correct answers: **1**

- A) This phase normally consumes the least effort in the IDEAL process, at about 15% of the total.
- B) “Develop approach” and “Create solution” are activities in this phase.
- C) “Plan actions” and “Implement solution” are activities in this phase.
- D) “Create solution” and “Implement Solution” are activities in this phase.

Learning Objective 8.5 “Summarize the activities of the learning phase of the improvement framework”

39. Which of the following statements about the learning phase of the IDEAL improvement framework is TRUE?

Number of correct answers: **1**

- A) The learning phase includes the activities “Analyze and Validate”, “Refine Solutions” and “Propose Future Actions”.
- B) Since most work has been done in the previous phases, the learning phase is not important.
- C) The learning phase is the last, but nevertheless an important phase of the improvement cycle.
- D) At the end of the learning phase, all the improvement activities must have been completed and all improvement goals must have been achieved.

Learning Objective 8.6 “Understand that TMMi should not be used as a checklist”

40. An organization has decided to implement TMMi. The improvement team creates a spreadsheet containing every TMMi practice and requires each project to implement every practice exactly as written before considering any business priorities or organizational context.

Based on the TMMi model, what is the BEST advice to give the improvement team?

Number of correct answers: **1**

- A) Continue with the checklist approach because every TMMi practice must be implemented exactly as documented to achieve a maturity level.
- B) Use the TMMi practices as guidance and implement them in a way that achieves the intent of the practices while considering the organization's business objectives, risks, and context.
- C) Select only those practices that are easiest to implement first, regardless of whether they contribute to the goals.
- D) Allow each project to define its own practices without considering the practices described in the TMMi model.

2 Answers and Justifications

2.1 Introduction to the TMMi model

Question 1: A

Correct answer A): Introducing a new process improvement framework is not by itself a benefit to the business. All three other answers B), C) and D) are potential business reasons for running a test process improvement program.

Question 2: A

Answer A) is incorrect as test automation and test tools are not part of the TMMi model. Using the PPT Framework the TMMi version 2 document clearly states that process is part of TMMi, but people and technology (e.g., test automation and tools) are not.

Question 3: A

Correct answer A) as this is the most reported benefit by TMMi users based on the TMMi user survey. All others are indeed reported benefits but have a lower response rate [Survey23].

Question 4: C

A) is incorrect. TMMi has a much broader scope than test execution. Its process areas cover strategy, planning, monitoring and control, organization, integration, non-functional testing, measurement, defect prevention, optimization, and other aspects relevant to Quality Engineering.

B) is incorrect. Although TMMi has testing as its primary focus, there is substantial overlap between TMMi and Quality Engineering. The mapping in TMMi V2.0 Annex B illustrates how TMMi process areas relate to Quality Engineering practices.

C) is correct. The mapping in Annex B of TMMi V2.0 demonstrates substantial alignment between TMMi and Quality Engineering. TMMi process areas address many practices associated with Quality Engineering. Thus, TMMi can support organizations in establishing and improving their Quality Engineering practices. TMMi V2.0 deliberately strengthens this connection with Quality Engineering.

D) is incorrect. This reverses the relationship. Maturity levels, process areas, goals, and practices are elements of the TMMi model. Quality Engineering is a broader engineering approach and does not provide the TMMi maturity structure.

2.2 TMMi Maturity Levels

Question 5: D

Test Policy and Strategy is a level 2 process area, Defect Prevention a level 5 process area, Test Process and Integration a level 3 process area and Product Quality Evaluation a level 4 process area.

Question 6: B

The names of the five maturity levels are (from low to high maturity), initial, managed, defined, measured and optimization. As a result, B is the correct answer.

Question 7: A

Correct answer A): The description is based on paragraph 2.3 TMMi Level 2 Managed of the TMMi Framework. This description relates to the practices within the process area Test Policy and Strategy.

Question 8: B

Correct answer B): The description is based on paragraph 2.4 TMMi Level 3 Defined of the TMMi Framework [TMMiV2.0]. This description relates especially to the practices within the process area Test Process and Integration.

2.3 Structure of the TMMi

Question 9: C

Only required components (goals) describe what an organization must comply with to satisfy a process area.

Question 10: B

Goals are required components, practices are expected components, and both subpractices and typical work products are informative components.

Question 11: C

At TMMi level 3 the test process becomes a defined process. The purpose of Test Process and Integration is to establish, maintain and deploy a set of organizational test processes and test process assets necessary to perform the work. An initial set of test process levels is established at TMMi level 2 with Implementation and Habit, however they are typically defined at project, team or organizational unit level and as such may vary across the organization.

Question 12: A

A) is correct, see section “Supporting CMMI Practice Areas for TMMi” in the TMMi framework document.

B) is incorrect, the CMMI practice area Peer Reviews provides support for implementation of the TMMi process area Peer Reviews.

C) is incorrect, the CMMI practice area Causal Analysis and Resolution Process Area provides support for implementation of TMMi process area Defect Prevention.

D) is incorrect, a practice area under the name Performance Management does not exist within the CMMI.

2.4 TMMi model

Question 13: B

Answer B) is correct. Establishing a Test Approach and Perform a Product Risk Assessment are goals within the Test Planning process area, whereas Establish a Test Organization is a goal within the Test Organization process area at maturity level 3.

Question 14: B

Correct answer: B) as Peer Reviews is a TMMi level 3 process area.

Question 15: B

B) is correct, in the process area Test Planning, practice 1.1 is defined as Identify product risks..

A) is incorrect, the *subpractices* in the process area Test Policy and Strategy cover the identification and analysis the *generic* product risks.

C) and D) are incorrect, they do not cover practices for product risk assessment.

Question 16: C

C) is correct, in the process area Test Design and Execution, practice 1.5 is defined as Maintain horizontal traceability with requirements.

Question 17: D

Answer D) is correct, as part of the process area Test Process and Integration, goal 3 Deploy the Organizational Test Process and Test Process Assets, test best practices are collected and shared.

Question 18: A

Answer A) is correct. The Level 3 process areas focus on establishing organization-wide, standardized testing practices. They include Test Organization, Test Training Program, Test Process and Integration, Non-functional Testing and Peer Reviews. Together, these process areas move the organization from managing testing at individual projects (Level 2) to a standardized organizational approach.

Answer B) is incorrect. These activities primarily relate to Level 2 (Managed) process areas.

Answer C) is incorrect. These initiatives characterize Level 4 (Measured), where quantitative measurement and statistical techniques are introduced.

Answer D) is incorrect. These are Level 5 (Optimization) practices focusing on defect prevention, quality control, and continuous optimization of the test process.

Question 19: B

Answer B) is correct. The purpose of the Test Organization process area is to establish and maintain an organizational structure that is responsible for defining, supporting, governing, and continuously improving the organization's testing capabilities. This includes promoting standardized testing practices, facilitating knowledge sharing, and providing organizational support for testing across projects.

Question 20: B

A practice within the Peer Reviews process area is to develop peer review procedures. This typically includes defining criteria for selecting work products, defining and deciding peer review types, work product evaluation criteria, peer review steps and entry / exit criteria, and will ensure consistency across the organization.

Question 21: C

Answer C) is correct, this is practice 1.1 of goal 1 Establish Quantitative Project Goals for Product Quality of the process area Product Quality Evaluation.

Answer D) is practice 2.1 of goal 2 Manage Progress towards Achieving the Project's Product Quality Goals, also for the process area Product Quality Evaluation.

Answers A) and B) are not part of the Product Quality Evaluation process area.

Question 22: C

Answer C) is correct as this practice belongs to goal 2 Provide Test Measurement Results of the Test Measurement process area. All other answers are related to goal 1 Define Test Measurement Objectives.

Question 23: C

i, iii and iv are indeed goals for Test Process Optimization.

ii is a goal of the level 3 process area Test Organization, this is where test process improvement initially becomes institutionalized.

v is a goal of the level 2 process area Test Monitoring and Control

Question 24: B

Answer B) is correct since the selection of defects should be based on factors such as risk, business value or where the defects are most critical. Goal 1 of process area 5.1 Defect Prevention defines selection parameters to then select defects for analysis. Analyzing all defects is therefore not a recommended practice.

2.5 TMMi in Agile and DevOps context

Question 25: D

Answer D) is the correct answer. When implementing TMMi one must take into account that the intent of the TMMi model is not to “impose” a set of practices on an organization, nor is it to be applied as a standard to which one must “prove compliance”. See the introduction part of “TMMi in the Agile world” for more context [TMMiAgile].

Question 26: C

C) is the correct answer. There may be a single combined “test document” covering the essential elements of a test policy, test strategy and even high-level test plan. Test process improvers should avoid making “improvement” suggestions which call for more rigorous and thorough test documentation. The other answers are true as stated in “TMMi in the Agile World” section 1.5 [TMMiAgile].

Question 27: B

B) is the correct answer. The “TMMi in the DevOps world” document [TMMiDevOps] explains that TMMi and DevOps complement each other. DevOps emphasizes rapid delivery, automation, collaboration, and continuous feedback, while TMMi provides a structured framework for assessing and improving testing processes. As organizations grow, TMMi helps ensure that important testing practices remain effective and consistently applied without losing the benefits of DevOps.

Question 28: D

D) is the correct answer. The “TMMi in the DevOps World” document [TMMiDevOps] emphasizes that DevOps promotes a shared responsibility for quality. Testing is no longer the responsibility of an individual tester or separate test team alone but is integrated into the activities of the entire cross-functional team (which includes an Ops-engineer).

2.6 Artificial Intelligence

Question 29: B

B) is the correct answer. The application under test incorporates an AI component, and the test team is evaluating the quality and behavior of that AI-based system. The activities described, including testing data, the model, functionality, performance, security, and bias, are examples of testing AI-based systems as described in the Testing AI-systems and TMMi document [TMMiAI].

Question 30: D

When interpreting the TMMi goal Establish a Test Strategy for an AI-based system, the TMMi Foundation guidance [TMMiAI] distinguishes between offline and online testing. Offline testing includes input data testing and model testing, while online testing includes testing the integration of the AI and non-AI components and the complete system. The guidance also identifies ongoing monitoring as important for detecting issues such as bias and model, data, and concept drift.

Question 31: C

TMMi in Annex A [TMMiV2.0] describes how GenAI can support Test Design and Execution, including generating test cases, expected results, manual test procedures, and automated test scripts. It explicitly notes that AI-generated test cases and fixes require human review, particularly in regulated or high-risk contexts. This illustrates the PPT principle: technology can support the process, but people must have the capability to evaluate and validate its output.

Question 32: A

TMMi in Annex A [TMMiV2.0] states that for Test Monitoring and Control, GenAI can generate monitoring scripts, test reports, charts, dashboards, and natural-language summaries covering progress, quality, and risks. It can also analyze monitoring data using predictive analytics and recommend control actions, such as reprioritizing tests, adjusting schedules, or reallocating resources.

2.7 TMMi Assessments

Question 33: A

Answer A) is correct as for an informal assessment only an accredited TMMi assessor and one type of evidence collection is needed.

Question 34: D

Answer D) is correct. The lowest rating of the process is “Partially Achieved” (for Test Policy and Strategy). However, the process area Implementation and Habit is “Not Rated”, therefore the maturity level cannot be rated, and the overall status of TMMi maturity level 2 is also “Not Rated”.

Question 35: D

D) is the correct answer. The assessment phases in correct chronological order: planning, data gathering (typically document study and interviews) and validation, process component rating and finally reporting.

Question 36: B

Answer B) is correct. A TMMi assessment provides an objective evaluation of an organization's current test process capability. It identifies strengths, weaknesses, and improvement opportunities, enabling the organization to establish a baseline and develop a prioritized, risk-based improvement roadmap. The assessment is therefore an essential activity within the overall test process improvement cycle.

Answer A) is incorrect. The primary purpose of a TMMi assessment is typically not to audit compliance of individual projects or team but to evaluate the organization's test processes and support improvement.

Answer C) is incorrect. Organizations can adopt Agile, DevOps, or other lifecycle models without first implementing all TMMi practices. There is no prerequisite to first implement the TMMi practices, in fact doing it in parallel would be highly beneficial.

Answer D) is incorrect. Although assessments may evaluate organizational training practices, they do not assess the competence of individual testers.

2.8 Implementing TMMi

Question 37: A

Answer A) is correct, Develop Recommendations is part of the Diagnosing phase.

Develop Approach and Plan Actions are part of the Establishing phase, and Develop Solution is part of the Acting phase.

Question 38: D

Answer D) is the correct answer as during the Acting phase improvement solutions are being created, piloted, refined and implemented.

Answer A) is incorrect, as during the Acting phase most of the effort (appr. 60 - 70%) should be spent for a test improvement project to be successful.

Answers B) and C) are incorrect as developing the approach and planning actions are part of the Establishing phase.

Question 39: C

C) is the correct answer as this is the final phase of the improvement cycle, yet still a very important one to perform.

Answer A) is incorrect since refining solutions belongs to the Acting phase.

B) is an incorrect answer. The Learning phase is very important for a process improvement project since it evaluates how well the improved processes have progressed, and more importantly gives the direction and advice for next improvement cycle.

Answer D) is a misunderstanding as not all goals and tasks shall be completed during an improvement cycle. The incomplete goals and tasks are most likely an input for next improvement cycle.

Question 40: B

Answer B) is correct. Section 1.6.2 of TMMi V2.0 explains that TMMi should not be used as a checklist. The practices describe the intent of effective testing processes, but organizations are expected to implement them

in a manner that fits their business objectives, risks, lifecycle model, organizational culture, and way of working. The emphasis is on achieving the goals of the process areas rather than mechanically implementing every practice exactly as written.

Answer A) is incorrect. This represents the checklist mentality that TMMi explicitly discourages. Simply implementing every practice literally may create unnecessary bureaucracy without improving testing capability or delivering business value.

Answer C) is incorrect. Although organizations may prioritize improvement initiatives, they should do so based on business needs and improvement objectives—not merely on ease of implementation. The process area goals remain the primary objective.

Answer D) is incorrect. Organizations may tailor how practices are implemented, but they should still use the TMMi model as the framework for improving their testing processes. Ignoring the model's practices altogether would not achieve the intended improvements.

References

- [Survey23] TMMi Foundation (2023), *TMMi world-wide user survey 2023, V1.2*, TMMi Foundation
- [TAMAR] C. Bates and E. van Veenendaal (ed.'s) (2026), *TMMi Assessment Method Application Requirements (TAMAR) R1.3*, TMMi Foundation
- [TMMiAgile] E. van Veenendaal (ed.) (2020), *TMMi in the Agile world, V1.4*, TMMi Foundation
- [TMMiAI] E. van Veenendaal (ed.) (2026), *Testing AI-systems and TMMi, V1.1*, TMMi Foundation
- [TMMiCriteria] C. Bates and E. van Veenendaal (ed's) (2024), *TMMi Assessor Accreditation Criteria – Assessor and Lead-Assessor, V3.3*, TMMi Foundation
- [TMMiDevOps] E. van Veenendaal (ed.) (2025), *TMMi in the DevOps world V1.1*, TMMi Foundation
- [TMMiProf] TMMi Foundation (2026), *TMMi Professional - TMMi model training, V2.3*, TMMi Foundation
- [TMMiReleaseV2] TMMi Foundation (2026), *Release notes TMMi Version 2*, TMMi Foundation
- [TMMiV2.0] TMMi Foundation (2026) *Test Maturity Model integration (TMMi), V2.0*, TMMi Foundation