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DevOps-Foundation Exam

DevOps Foundation v3.6 Exam

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Question 1. (Single Select)

Which of the following MOST accurately describes DevOps?

- A: A team
- B: A methodology
- C: A standard
- D: A cultural and professional movement

Correct Answer: D

Explanation:

DevOps is not simply a team, methodology, or standard. The PeopleCert DevOps Foundation v3.6 materials define DevOps as a “cultural and professional movement” that stresses communication, collaboration, integration, and automation to improve workflow between software developers and IT operations professionals. The cultural transformation is fundamental, emphasizing shared responsibilities, breaking down silos, and fostering continuous improvement. DevOps Foundation v3.6 syllabus section 1.1; State of DevOps Report; "The Phoenix Project".

Question 2. (Single Select)

What is the BEST description of the Theory of Constraints?

- A: A methodology for identifying the most important limiting factor that stands in the way of achieving a goal
- B: A methodology for shortening feedback loops so that IT is able to understand and respond faster to customer needs
- C: A methodology for encouraging experimentation and learning so that organizations can identify constraints and practice for failure
- D: A methodology for designing and implementing the processes that underpin deployment pipelines

Correct Answer: A

Explanation:

Theory of Constraints is a methodology that seeks to identify the single, most important limiting factor (constraint) in a process and systematically improve it until it's no longer the limiting factor.

Extract-style reference: “The Theory of Constraints provides a powerful framework for identifying

bottlenecks (constraints) that limit system performance and focusing improvement efforts on these areas to maximize throughput.”— Goldratt’s Theory of Constraints DevOps Foundation syllabus discusses this as a foundational Lean concept, directly applicable to software delivery pipelines, where delays or resource shortages can restrict overall throughput.

Question 3. (Single Select)

Which of the following is NOT a typical IT constraint?

- A: Security assessments
- B: Loosely coupled architectures
- C: Bureaucratic processes
- D: Development delays

Correct Answer: B

Explanation:

Loosely coupled architectures are not typical IT constraints; in fact, they are often a solution to constraints. Typical IT constraints include:

- Security assessments (slow approvals)
- Bureaucratic processes (excessive paperwork or approvals)
- Development delays (resource or tool bottlenecks)

Extract-style reference: “Loosely coupled architectures enable teams to work independently, reducing constraints imposed by tightly integrated systems.”— Accelerate: The Science of Lean Software and DevOps DevOps Foundation v3.6 lists constraints as blockers to fast flow and highlights architectural decoupling as a DevOps enabler.

Question 4. (Single Select)

An organization is finding that defects found in production had frequently already been identified and recorded in testing and staging and sometimes, although they optimized performance locally, they caused global degradation. Upon further inspection, it was found that this was happening because the testing phase was often delayed due to constraints around resource availability, impacting the flow of work from left to right.

Which of The Three Ways should they look to for direction on how to resolve the situation?

- A: The First Way
- B: The Second Way
- C: The Third Way
- D: Continuous Experimentation and Learning

Correct Answer: A

Explanation:

When work is delayed due to resource availability or local optimizations causing global degradation, the issue relates to The First Way—maximizing flow from left to right. Organizations should analyze and remove bottlenecks in the delivery pipeline (e.g., in testing).

Extract-style reference: “Optimizing the flow of work requires eliminating bottlenecks, delays, and handoffs that slow the movement of changes from development to operations.”— The Phoenix Project DevOps Foundation courseware discusses value stream mapping and the First Way as critical tools for diagnosing and correcting such issues.

Question 5. (Single Select)

An organization has identified they have a culture of blame where people are fearful of failure and lack the courage to try new things.

What can they do to encourage more courageous and experimental behaviors?

- A: Identify and punish the people that make mistakes
- B: Sharing is inhibited
- C: Build rituals that reward risk taking
- D: Both b and c

Correct Answer: C

Explanation:

A blame culture is toxic and inhibits innovation. DevOps encourages a culture where risk-taking and experimentation are rewarded, not punished. Organizations should “build rituals that reward risk taking”—examples include celebrating “fast failures” and running blameless post-mortems.

Extract-style reference: “Encourage a culture where failure is seen as a learning opportunity, not a cause for

punishment. Rituals that reward risk-taking foster innovation and create psychological safety.”— DevOps Handbook DevOps Foundation v3.6 (Cultural Principles section) advocates psychological safety, learning from failure, and reward systems that incentivize experimentation.

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