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## PeopleCert PeopleCert DevOps Foundation v3.6 Exam Sample Questions (Q19-Q24):

### NEW QUESTION # 19

Which of the following is NOT a benefit of using a Kanban board?

- A. It reduces work in progress
- B. It defines policies and procedures
- C. It enables people to work collaboratively
- D. It reduces idle time and waste

**Answer: B**

Explanation:

Kanban boards are visual management tools used to track work and manage flow. They provide transparency, limit work in progress (WIP), and help teams focus on delivering value quickly.

\* A: Reducing WIP is a key Kanban principle that improves flow and delivery speed.

\* C: Visibility fosters collaboration and shared ownership.

\* D: By identifying bottlenecks and waste, Kanban helps reduce idle time.

B-defining policies and procedures-is not an inherent benefit of Kanban. While teams may display existing policies on a Kanban board, the board itself does not define them. Its role is to visualize work and flow, not to establish governance rules.

Thus,Bis the correct "NOT" benefit.

References:

PeopleCert DevOps Foundation v3.6 - Lean and Kanban Practices

Kanbanby David J. Anderson - Benefits and Principles

## NEW QUESTION # 20

Which of the following metrics relates to The Third Way?

- A. Change fail rate
- B. Change lead times
- C. Hypothesis or experiments log
- D. Change cycle times

**Answer: C**

Explanation:

TheThird Wayin DevOps emphasizescontinuous learning and experimentation. It's about fostering a culture where teams test hypotheses, take calculated risks, and learn from both successes and failures.

Ahypothesis or experiments logdirectly supports this principle by capturing:

- \* The changes or experiments attempted
- \* The hypothesis behind them
- \* The results and insights gained

Metrics likeA,B, andCare more aligned withtheFirst Way(flow) andSecond Way(feedback). They measure speed and stability but not the experimental learning process itself.

By tracking experiments, organizations can make data-driven decisions, reinforce a learning culture, and continuously refine practices-core aspects of the Third Way.

References:

PeopleCert DevOps Foundation v3.6 - Third Way and Learning Culture

The DevOps Handbook- Continual Experimentation

## NEW QUESTION # 21

An organization currently manages projects using traditional waterfall methods. ITIL processes are equally rigorous. A new CIO has been hired to increase IT performance and introduce DevOps practices.

Initially, which of the following would be critical success factors for DevOps?

- A. Both B and C
- B. Application of agile and lean methods
- C. Forming a pilot DevOps team
- D. Management commitment to culture change

**Answer: A**

Explanation:

Both B and C (Application of agile and lean methods + Management commitment to culture change)are critical success factors when launching DevOps in a traditional IT organization.

\* Agile/Lean methods: Accelerate delivery, reduce waste, create feedback.

\* Management commitment to culture change: Essential for breaking silos, changing behaviors, and making DevOps sustainable.

Forming a pilot team (A)helps, but isn't sufficient without these foundations.

Extract-style reference:

"DevOps success starts with leadership commitment to cultural change and adopting Agile and Lean principles throughout the organization."

-DevOps Handbook,State of DevOps Report

PeopleCert DevOps Foundation v3.6:Lists cultural commitment and Lean/Agile as prerequisites for DevOps transformation.

### NEW QUESTION # 22

What is the BEST description of the Theory of Constraints?

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

**Answer: D**

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.

### NEW QUESTION # 23

What should we measure in preference to outputs and productivity?

- A. Lines of code and deployment frequency
- **B. Outcomes and value**
- C. Utilization and velocity
- D. Maturity and capability

**Answer: B**

Explanation:

DevOps shifts the focus from activity-based metrics (outputs) to impact-based metrics (outcomes and value).

Measuring outcomes means assessing whether work delivers the intended business or customer benefit.

Outputs like lines of code, number of deployments, or velocity measure activity but not whether value is being delivered. PeopleCert emphasizes that outcomes should align with business objectives—such as improved customer satisfaction, revenue growth, or reduced failure rates.

Therefore, B—Outcomes and value—is preferred for guiding meaningful improvements.

References:

PeopleCert DevOps Foundation v3.6 - Measurement Principles

Accelerate- Evidence for Value-Based Metrics

### NEW QUESTION # 24

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