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Peoplecert PeopleCert DevOps Foundationv3.6Exam Sample Questions (Q41-

Q46):

NEW QUESTION # 41

A team has recently introduced their first Kanban board and are saying that they are finding it hard to focus and are feeling exhausted from context switching. Additionally, the business is complaining that nothing is being finished and they are yet to receive any of what they asked for.
What do the team need to do?

- A. Push more work onto the board to provide more opportunities to deliver something
- B. Add more development resources to the team to cope with the workload
- C. Unblock any blocked work items
- D. Try using Work in Progress limits

Answer: D

Explanation:
When Kanban teams feel overwhelmed and nothing is getting finished, it's a sign that too much work is in progress(WIP).
Work in Progress (WIP) limits are a key Kanban and Lean practice: they restrict how many tasks can be active at one time, forcing teams to focus, finish, and deliver before starting new work.
* Pushing more work(A) or adding more resources(B) worsens the problem.
* Unblocking work(D) is helpful, but the core issue is overload.
Extract-style reference:
"WIP limits encourage teams to finish work before starting new tasks, reducing context switching and enabling better flow and faster delivery."
-Kanban: Successful Evolutionary Change for Your Technology Business, David J. Anderson PeopleCert DevOps Foundation: Limiting WIP is essential for effective flow and sustainable pace.

NEW QUESTION # 42

What is NOT an example of a business performance metric?

- A. Marketshare
- B. Earnings
- C. Epics delivered
- D. Cashflow

Answer: C

Explanation:
Epics delivered is a software/process metric, not a business performance metric.
* Business performance metrics include financial and market indicators: earnings, cashflow, market share, revenue growth.
Why not the others?
* Earnings, Cashflow, Marketshare:Directly tied to business health.
Extract-style reference:
"Business performance metrics focus on outcomes such as earnings, cashflow, and marketshare. Agile metrics like epics delivered measure team output, not business value."
-Project to Product, Mik Kersten
PeopleCert DevOps Foundation v3.6:Distinguishes business impact from process metrics.

NEW QUESTION # 43

What should we measure in preference to outputs and productivity?

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

Answer: D

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 # 44
Firmly entrenched silos and a combative relationship between Dev and Ops is an example of:

- A. Change fatigue
- B. Poor leadership
- C. Cultural debt
- D. Low trust

Answer: C

Explanation:
Cultural debt-not just low trust or poor leadership-best describes the scenario of entrenched silos and combative Dev/Ops relations.
* Cultural debt leads to resistance to new ways of working, lack of cooperation, and a focus on individual rather than collective success.
Why not the others?
* Low trust and poor leadership are symptoms of cultural debt.
* Change fatigue occurs after repeated failed initiatives; here, the core issue is cultural stasis.
Reference/Extract:
"DevOps transformation often fails without addressing cultural debt. Breaking down silos, building shared understanding, and changing incentives are essential for sustainable change."
-DevOps Handbook, State of DevOps Report, PeopleCert DevOps Foundation v3.6 Section 3.4

NEW QUESTION # 45
What is the ideal structure for a DevOps Team?

- A. A cross-functional 'tiger team' for short-term projects
- B. A permanent cross-functional team led by a DevOps Engineer
- C. There is no ideal structure for a DevOps Team
- D. An expanded Scrum Team that includes members from security, QA and Ops

Answer: C

Explanation:
PeopleCert DevOps Foundation v3.6 emphasizes that there is no single "ideal" team structure for DevOps.
The optimal structure depends on organizational size, maturity, product complexity, and culture.
While cross-functional teams (as described in A and C) are common in mature DevOps environments, and temporary tiger teams (B) may be used for rapid initiatives, the key is flexibility. Some organizations integrate DevOps practices into existing teams, while others create dedicated platform teams, guilds, or enablement teams.
The focus should be on removing silos, fostering collaboration, and aligning around value streams-not adhering to a rigid structure.
References:
PeopleCert DevOps Foundation v3.6 - Team Structures
Team Topologies by Skelton & Pais - Team Patterns in DevOps

NEW QUESTION # 46
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