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QUESTIONS & ANSWERS
DEMO VERSION
(LIMITED CONTENT)

Question 1

Question Type: MultipleChoice

The IT department of a very large insurance company is trying to improve the collaboration and communication between development and operational teams without much success. The department has many silos that are organized by expertise and led by a different manager. The managers of each team do not seem to be particularly interested in DevOps since they have been operating this way for many years and like their silo culture.

What is this organization suffering from?

Options:

- A- Organizational change
- B- Cultural debt
- C- Change fatigue
- D- Low trust

Answer:

B

Explanation:

The scenario describes entrenched silos and resistance to change---managers are protective of their domains and don't see the value of DevOps.

This is a textbook example of cultural debt: the gap between the organization's current culture and the adaptive, collaborative culture needed for DevOps success.

Cultural debt, like technical debt, accumulates over time and "must be paid back" for transformation to succeed. It creates friction, slows delivery, and blocks cross-team collaboration.

Why not the others?

Organizational change is what's needed, not what they're suffering from.

Change fatigue arises when people are burned out by too much change, not resistance.

Low trust is a symptom, but the core problem here is ingrained culture.

Reference/Extract: "Cultural debt is accrued when organizations fail to evolve their culture to match new ways of working, like DevOps. It manifests in resistance to collaboration, entrenched silos, and leadership unwilling to change." --- DevOps Handbook, Ch. 2, and PeopleCert DevOps Foundation v3.6 Syllabus Section 3.4

Question 2

Question Type: MultipleChoice

Which of the following is NOT a typical IT constraint?

Options:

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

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 3

Question Type: MultipleChoice

Which statement is NOT TRUE?

Options:

- A- Waterfall approaches can take advantage of continuous integration and test-driven development practices
- B- Continuous Integration requires developers commit code to trunk at least daily
- C- Continuous Delivery ensures software is always in a releasable state
- D- Continuous Deployment requires a manual push button

Answer:

D

Explanation:

Let's clarify what these terms mean in DevOps:

Continuous Integration (CI): Developers integrate code into a shared repository frequently (ideally daily), with each integration automatically verified by tests.

Continuous Delivery (CD): Ensures software is always in a releasable state. Every change can be deployed to production, but the deployment itself may be a manual decision.

Continuous Deployment: Every change that passes automated tests is automatically deployed to production, without manual intervention.

Why is D ("Continuous Deployment requires a manual push button") NOT TRUE? Because Continuous Deployment is about no manual intervention---once code passes all tests, it's automatically pushed live. Manual deployment is a feature of Continuous Delivery, not Continuous Deployment.

Extract-style reference: "Continuous Deployment means that every change goes through the pipeline and is automatically put into production, resulting in many production deployments every day." --- Accelerate: The Science of Lean Software and DevOps, Jez Humble & Nicole Forsgren DevOps Foundation v3.6 distinguishes between Continuous Delivery (manual trigger) and Continuous Deployment (fully automated).

Question 4

Question Type: MultipleChoice

Which of the following tools measure a person's behavioral choices in situations where they are experiencing disagreement with their colleagues?

Options:

- A- Kubler Ross Change Curve
- B- Westrum's Typology of Organizational Culture
- C- Thomas-Kilmann Conflict Mode Instrument
- D- Value Stream Mapping

Answer:

C

Explanation:

The Thomas-Kilmann Conflict Mode Instrument (TKI) is a psychometric tool that measures an individual's behavior in conflict situations---specifically, how they handle disagreement with colleagues.

It classifies responses into five modes: Competing, Collaborating, Compromising, Avoiding, and Accommodating.

Why not the others?

Kubler Ross Change Curve: Describes emotional responses to change, not conflict styles.

Westrum's Typology: Categorizes organizational culture (pathological, bureaucratic, generative) but doesn't measure individual behavior.

Value Stream Mapping: A process improvement tool, not a behavioral assessment.

Reference/Extract: "The Thomas-Kilmann instrument helps teams understand how individuals approach conflict and collaboration, enabling better resolution strategies---a key aspect of high-performing DevOps teams." --- DevOps Handbook; PeopleCert DevOps Foundation v3.6 Section 3.7

Question 5

Question Type: MultipleChoice

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

Options:

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

Answer:

D

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

Question 6

Question Type: MultipleChoice

Which of the following sets of skills are essential for a DevOps professional?

Options:

- A- Business, technical, core (soft) skills, self-management
- B- Business, Agile, infrastructure, communication
- C- Business, Agile, ITSM, Lean and networking
- D- Business, development, cloud and containers, core skills

Answer:

A

Explanation:

A DevOps professional needs:

Business skills: Understanding the business context and value.

Technical skills: Automation, coding, cloud, infrastructure.

Core (soft) skills: Collaboration, communication, empathy, learning.

Self-management: Time, priorities, feedback.

Other options miss the full blend or focus too much on tech or process.

Extract-style reference:

"DevOps success requires a blend of business, technical, and core (soft) skills, as well as the ability to self-manage and continuously learn."

--- DevOps Handbook; Accelerate

PeopleCert DevOps Foundation v3.6: Holistic skillsets are emphasized for cross-functional teams.

Question 7

Question Type: MultipleChoice

The Deming Cycle (Plan-Do-Check-Act) plays a key role in which Lean practice?

Options:

- A- Value Stream Mapping
- B- DOWNTIME
- C- Andon cord
- D- Improvement Kata

Answer:

D

Explanation:

The Deming Cycle (Plan-Do-Check-Act) is foundational to continuous improvement in Lean, and is specifically applied in the Improvement Kata practice:

Improvement Kata: A structured routine for continuous, incremental improvement based on scientific thinking (PDCA).

Value Stream Mapping and Andon cord are Lean practices, but they don't directly reference PDCA as

the core mechanism.

Extract-style reference: "The Improvement Kata incorporates the Deming cycle (Plan-Do-Check-Act) to drive small, rapid cycles of change, helping teams to experiment, learn, and adjust." --- Toyota Kata, Mike Rother PeopleCert DevOps Foundation v3.6: Cites PDCA as integral to continuous improvement and Lean/DevOps adoption.

Question 8

Question Type: MultipleChoice

A major retail organization is experiencing declining sales and wants to boost its online business. Teams within Dev and Ops have been independently experimenting with DevOps practices to speed up changes to the company's website but have yet to see tangible benefits.

What can the IT management team do in this situation to achieve bottom-line benefits with DevOps?

Options:

- A- Encourage intelligent risk taking
- B- Create a shared vision, goals and incentives
- C- Build a high-trust culture
- D- Promote a customer (outside-in) focus

Answer:

B

Explanation:

When independent Dev and Ops teams adopt DevOps practices without coordination, results are limited.

The most important action IT management can take is to create a shared vision, goals, and incentives.

Shared goals align everyone to business outcomes, reduce conflicting priorities, and foster real collaboration.

Why not the others?

Intelligent risk taking (A) and high-trust culture (C) are important, but without a shared vision, teams won't move in the same direction.

Customer focus (D) is essential, but won't create cross-team alignment by itself.

Reference/Extract: "Creating a shared vision and goals across Dev and Ops is critical to breaking down silos and delivering end-to-end value to the business." --- The Phoenix Project, Accelerate, and PeopleCert DevOps Foundation v3.6 Section 3.3

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