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**PeopleCert DevOps Foundation v3.6 Exam**

**PEOPLECERT DevOps-Foundation**

**Version Demo**

**Total Demo Questions: 10**

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## Topic Break Down

| Topic                                                  | No. of Questions |
|--------------------------------------------------------|------------------|
| Topic 1, DevOps and Business Value                     | 8                |
| Topic 2, DevOps Principles                             | 14               |
| Topic 3, Key DevOps Practices                          | 16               |
| Topic 4, Business and Technology Frameworks            | 8                |
| Topic 5, Culture, Behaviors and Operating Models       | 23               |
| Topic 6, Automation and Architecting DevOps Toolchains | 13               |
| Topic 7, Measurement, Metrics and Reporting            | 14               |
| Topic 8, Sharing, Shadowing and Evolving               | 7                |
| Topic 9, Mix Questions                                 | 1                |
| Total                                                  | 104              |

## QUESTION NO: 1

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. Try using Work in Progress limits
- D. Unblock any blocked work items

**ANSWER: C**

### Explanation:

“Try using Work in Progress limits” is correct because the symptoms describe excessive concurrent work: people are switching between items, losing focus, becoming fatigued, and failing to complete work that can be delivered to the business. A Work in Progress limit sets an explicit maximum number of items permitted in a workflow stage, or in the workflow overall. Once that limit is reached, the team should collaborate to move existing items forward rather than begin additional work. This creates a practical pull-based system and makes finishing work the immediate priority.

Reducing the amount of active work lowers context-switching overhead and exposes constraints that prevent flow. It also encourages team members to swarm around items nearing completion, resolve dependencies, and deliver smaller increments more regularly. The result is improved flow efficiency, shorter lead times, and more predictable delivery, while supporting a sustainable pace for the team. Kanban guidance describes limiting work in progress as a core practice for optimizing flow; see [The Kanban Guide](#). The broader Lean principle of reducing overburden and waste also supports controlling active work; see [Lean Enterprise Institute: What is Lean?](#).

## QUESTION NO: 2

An organization is using ChatOps to improve communication and collaboration.

How can this organization transfer incident-related data from its chat client to its IT service management tool?

- A. Manually cut and paste the data
- B. It doesn't need to as ChatOps is only used for minor incidents
- C. Use an Application Programming Interface (API)
- D. None of the above

**ANSWER: C**

### Explanation:

Use an Application Programming Interface (API) is correct because APIs provide the integration mechanism that allows a chat platform and an IT service management tool to exchange incident information programmatically. In a ChatOps workflow, a command, bot interaction, alert, or structured chat message can invoke an API to create or update an incident record, add relevant context such as timestamps and participants, attach alerts or logs, and maintain a link between the operational conversation and the formal service-management record. This supports the DevOps objectives of automation, rapid feedback, collaboration, traceability, and reliable handoffs between tools and teams.

API-based integration also enables repeatable workflows rather than relying on an individual to move information between systems. For example, a ChatOps bot can call an ITSM platform's incident-management endpoint as soon as an incident is declared, ensuring that the record is created consistently and that subsequent updates can be synchronized. This preserves an auditable record while letting responders continue to coordinate in their preferred chat environment. The role of APIs in

connecting software systems is described by [Red Hat's API overview](#); ServiceNow also documents incident-table APIs for creating and managing incident records through integration at [ServiceNow Developer](#).

### QUESTION NO: 3

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

### ANSWER: C

#### Explanation:

**Build rituals that reward risk taking** is correct because a DevOps culture depends on psychological safety, continuous learning, and the ability to experiment without individuals fearing personal blame when an attempt does not produce the expected result. Rituals make those values visible and repeatable in day-to-day work. For example, teams can hold blameless reviews after incidents or unsuccessful experiments, celebrate learning gained from small, fast failures, and recognize people who identify risks early, test hypotheses, or share valuable lessons openly.

The purpose is not to reward reckless change. Rather, it is to encourage informed, controlled experimentation with rapid feedback, so that teams discover problems and improvements sooner. When leaders consistently respond to failure with curiosity—asking what was learned and how the system can be improved—people become more willing to propose ideas, surface concerns, and try new approaches. This improves innovation, collaboration, and organizational learning, all of which are central cultural outcomes associated with DevOps. The PeopleCert DevOps Foundation certification describes DevOps as encompassing cultural principles alongside automation and lean practices; see [PeopleCert DevOps Foundation](#). Practical guidance on blameless learning culture is also provided by [Google's SRE postmortem culture guidance](#).

### QUESTION NO: 4

A service team has restored a failed release and identified a possible improvement to its deployment process. Rather than redesigning the entire process, the team defines an expected result, trials one small change, measures the outcome, and adjusts its next experiment.

Which DevOps principle is BEST illustrated?

- A. The First Way
- B. The Second Way
- C. The Third Way
- D. Heavyweight change control

### ANSWER: C

#### Explanation:

**The Third Way** is correct because it promotes a culture of continual learning and experimentation. The team is using a small, evidence-based experiment to learn how to improve its delivery system without introducing unnecessary risk.

The First Way would focus primarily on improving the flow of work through the value stream. The Second Way focuses on fast feedback. Feedback is being used in this scenario, but the defining activity is the repeated experimental learning cycle.

### QUESTION NO: 5

A team has automated the technical steps required to restore a service after a failure. During an incident, the automation runs successfully, but customer transactions remain unavailable because no one had defined which customer journey should be verified after restoration.

What is the MOST important improvement?

- A. Increase the frequency of production deployments
- B. Define and monitor customer-focused service outcomes
- C. Measure server availability as the primary service metric
- D. Require manual recovery steps after every automated restoration

**ANSWER: B**

**Explanation:**

**Define and monitor customer-focused service outcomes** is correct because a technically successful recovery does not necessarily mean that the service is delivering value to customers. The team must verify that the important customer journey, such as completing a transaction, works after restoration.

More recovery automation may reduce restoration time, but the scenario shows that the existing automation already completes. Increasing deployment frequency does not establish service health. Measuring only infrastructure availability can conceal customer-impacting failures, as it does in this situation.

### QUESTION NO: 6

Why is it important for IT to understand and support the business' "why"?

- A. IT must understand why the organization exists and its purpose, cause and belief
- B. IT must understand why they should develop or acquire certain software products
- C. IT must understand why the organization will benefit from a DevOps approach
- D. IT must understand specific business processes so that they can support the organization properly

**ANSWER: A**

**Explanation:**

IT must understand why the organization exists and its purpose, cause and belief because DevOps is fundamentally concerned with enabling the organization to deliver value, rather than simply improving technical activity in isolation. The business "why" provides the strategic context for decisions about products, services, investments, priorities, and the outcomes that technology teams should help achieve. When IT understands that purpose, teams can connect daily engineering, operations, security, and support work to meaningful business outcomes. This shared understanding helps create the cross-functional alignment and common goals needed for a DevOps culture, ensuring that technical work supports value streams and customer needs. It also enables teams to make better local decisions, because they can evaluate choices against the organization's intended purpose rather than only against narrow technical requirements. The DevOps Foundation body of knowledge emphasizes business and IT alignment, collaboration, and continual delivery of value as central themes. Understanding the organizational purpose therefore establishes the direction that allows DevOps practices, automation, feedback, and continuous improvement to contribute to digital transformation and sustainable business results. See the [PeopleCert DevOps Foundation certification overview](#) and the [DevOps Institute](#) for further context on DevOps principles and business-value alignment.

### QUESTION NO: 7

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

- 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:**

**Business, technical, core (soft) skills, self-management** is correct because DevOps is a multidisciplinary way of working, not solely a technical role or a process framework. A practitioner must connect work to customer and organizational outcomes, which requires business awareness and an understanding of value. Technical capability enables practitioners to contribute to the design, delivery, operation, automation, and continual improvement of products and services.

Core or soft skills are equally essential because DevOps relies on collaboration across formerly separated functions. Effective communication, empathy, shared problem-solving, learning, and constructive feedback support the cultural and organizational changes needed to improve flow, reliability, and feedback. Self-management is also fundamental: DevOps professionals need to manage priorities, take ownership, learn continuously, and adapt their work in a fast-changing environment. Together, these skill areas describe the balanced professional profile needed to support DevOps practices and culture. PEOPLECERT's DevOps Foundation certification describes DevOps in terms of cultural, organizational, and technical principles, while the DevOps Institute competency model similarly emphasizes broad professional capabilities rather than a single specialty. See [PEOPLECERT DevOps Foundation](#) and [DevOps Institute](#).

#### QUESTION NO: 8

How can Scrum support DevOps'™ Third Way?

- A. By using Sprint Retrospectives as learning and improvement opportunities
- B. By overcoming constraints and getting more work done
- C. By encouraging Scrum Teams to invite an operational professional to their team
- D. By encouraging shorter feedback loops through Daily Scrums

**ANSWER: A**

**Explanation:**

By using Sprint Retrospectives as learning and improvement opportunities is correct because DevOps' Third Way is concerned with creating a culture of continual learning and experimentation. It encourages teams to learn from both successful outcomes and failures, make improvement visible, test changes safely, and incorporate what they learn into future ways of working. The Scrum Sprint Retrospective provides a defined, recurring event for exactly this purpose. At the end of each Sprint, the Scrum Team inspects how the Sprint went with respect to individuals, interactions, processes, tools, and its Definition of Done, then identifies the most useful changes to improve effectiveness and quality.

This regular reflection turns improvement into an intentional team practice rather than an occasional reaction to a problem. Team members can identify an experiment or actionable adjustment, apply it in the next Sprint, observe the outcome, and adapt again. That inspect-and-adapt cycle supports the learning culture central to the Third Way and helps teams continuously improve their delivery capability, collaboration, and operational outcomes. The Scrum Guide describes the Sprint Retrospective's purpose and its focus on planning improvements in [The Scrum Guide](#). The broader DevOps framing of continual learning and experimentation is also described by [The DevOps Handbook](#).

#### QUESTION NO: 9

An incident has occurred in an organization's core mobile banking application. Individuals from several teams in the US, Germany, and India swarm into a Slack channel where together they query their continuous delivery and monitoring systems to trace the change and fault causing the problem. What BEST describes what they are practicing?

- A. Swarming
- B. ChatOps
- C. Incident Management
- D. IT Support

**ANSWER: B**

**Explanation:**

**ChatOps** is the best description because the scenario combines real-time team collaboration in a chat channel with direct access to operational systems. In ChatOps, a shared conversation platform such as Slack becomes the common interface through which people can view information, invoke automated actions, and coordinate responses. Here, participants from multiple teams and locations use the same Slack channel to query continuous delivery and monitoring tools, giving everyone involved a visible record of the investigation and its findings. This creates shared situational awareness, shortens handoffs, and lets the team trace a change and its related fault while preserving the operational context in the conversation. The practice is particularly valuable during incidents because the relevant data, actions, and decisions are available to the whole responding group rather than being isolated in individual tool sessions or private exchanges. The DevOps Foundation certification emphasizes collaborative ways of working and automation across the delivery lifecycle; ChatOps is a practical implementation of those principles during operational work. See the [PeopleCert DevOps Foundation certification page](#) and Slack's overview of [collaborative work in Slack](#).

**QUESTION NO: 10**

Which statement about DevOps toolchains is CORRECT? They:

- A. Automate tasks in a deployment pipeline
- B. Should be standardized across applications
- C. Require open source tools
- D. Automate continuous testing activities

**ANSWER: A**

**Explanation:**

"Automate tasks in a deployment pipeline" is correct because a DevOps toolchain combines integrated tools that support and automate work across the software delivery lifecycle. Its purpose is not limited to one activity or technology; rather, it enables a repeatable flow from planning and code changes through build, integration, testing, release, deployment, monitoring, and feedback. Automation reduces manual handoffs, makes delivery processes more consistent and traceable, and allows teams to deliver small changes more frequently and reliably. In particular, a deployment pipeline uses automated stages and quality controls to move a change from source code toward a production-ready release. Toolchain components can therefore automate activities such as source control events, builds, artifact creation, environment provisioning, automated checks, deployments, observability, and notifications. This supports core DevOps outcomes: faster feedback, improved collaboration between development and operations, and dependable continuous delivery. PEOPLECERT's DevOps Foundation certification describes DevOps practices and automation across the delivery value stream; see the [PEOPLECERT DevOps Foundation certification page](#). For practical background on delivery pipelines and automation, see the [Google Cloud continuous delivery guidance](#).