



DevOps
INSTITUTE

DevOps Foundation v3.5
Sample Examination 2
with Answer Key

1. Which of the following is a good example of a DevOps metric used to measure The First Way, Flow?

- A. Build/test results
- B. Hypothesis log
- C. Change fail rate
- D. Change cycle time

2. According to the Accelerate State of DevOps Reports, Elite organizations ...

- A. Deploy more frequently
- B. Have a higher change fail rate
- C. Have a longer Mean Time to Repair/Recover (MTTR)
- D. Extend the lead time from commit to deploy

3. Which of the following statements relates correctly to The Third Way?

- A. Understanding and increasing the flow of work
- B. Creating a culture that fosters experimentation
- C. Creating short feedback loops for continuous improvement
- D. Understanding that repetition does not lead to mastery

4. Which of the following is a DevOps metric that relates to stability?

- A. Engagement and morale
- B. Change lead and cycle times
- C. Incidents and defects
- D. Mean time to detect incidents (MTTD)

5. Which of the following is a value outlined in the Agile Manifesto?

- A. Processes and tools over individuals and interactions
- B. Comprehensive documentation over working software
- C. Customer collaboration over contract negotiation
- D. Following a plan over responding to change

6. How does DevOps improve agility?

- A. By creating more silos
- B. Through increasing constraints
- C. By applying agile principles to both Dev and Ops
- D. By deploying faster with more errors

7. Which of the following is NOT part of the Improvement Kata?

- A. Plan the final steps
- B. Grasp the current condition
- C. PDCA to the next target condition
- D. Understand the long-term direction

8. Sam's boss has just returned from an Agile and DevOps conference and has asked Sam to lead a DevOps change program starting with setting up a DevOps team. Why should Sam be careful when she does this?

- A. There is a risk the team could become another silo
- B. This team can evangelize DevOps across the whole organization
- C. People will understand that DevOps is everyone's job
- D. It gives her an opportunity to ensure accountabilities are shared

9. Suresh is pulling together a new autonomous, multifunctional team that will be dedicated to a long-lived product. He is pulling team members from several departments where they each have responsibility for different processes. It's the first time this team has worked together. What is a good way for the team to initially visually collaborate on the end-to-end lifecycle of their product?

- A. Run a cross-departmental hackathon
- B. Set up a customer forum
- C. Use ChatOps to monitor the product's performance
- D. Perform a value stream mapping exercise

10. Which of the following is a metric that is primarily concerned with stability?

- A. Change lead time
- B. Deployment success rate
- C. Mean time to restore
- D. Deployment frequency

11. Terri has completed a value stream mapping exercise with her product team, and they have identified a number of constraints, one of which is around the security team's ability to respond in a timely manner to their requests. Which of the following should Terri look to for practices that will help her team ease this constraint?

- A. Kanban
- B. Site Reliability Engineering
- C. Chaos engineering
- D. DevSecOps

12. Which is NOT a factor that correlates positively to organizational performance?

- A. Trunk based development
- B. Heavyweight change process
- C. Loosely coupled architecture
- D. Cloud

13. Which of the following is a goal of The First Way?

- A. Increase the flow of work
- B. Allowing known defects to pass downstream
- C. Allowing local optimization to cause global degradation
- D. Understanding and adding constraints

14. Thierry's team is made up of remote workers from his own and his partner organization in India. It's rare for more than two of them to be in the same place at once and recently they've been experiencing a number of stability issues that have also required extra help from another infrastructure squad. They have found it increasingly difficult to collaborate over teleconferences as they are not able to see what each other is doing and have had to wait to be told what impact queries and changes have had on their systems. What should they consider using to manage their incidents more effectively?

- A. Application Performance Management tools
- B. ChatOps
- C. Escalation
- D. Jenkins

15. Which of the following can automation support in DevOps?

- A. Faster lead times
- B. Less turbulent releases
- C. Faster recovery
- D. All of the above

16. Which of the following is true about DevOps toolchains?

- A. Tools must be from the same vendor
- B. They are built around closed source ecosystems only
- C. They don't require an architectural design to ensure interoperability
- D. Tools should be connected, usually via APIs

17. Bekka is the managing director of a consulting organization. She is disappointed that her consultants seem less bought into her organization's brand and purpose than the companies they are consulting for on her behalf. She has invited them to a special dinner to talk about it, but most have declined, citing family commitments or travel challenges. She is loathe to set up something during working hours because she wants them out on chargeable work. What is Bekka creating in her organization?

- A. Technical debt
- B. Cultural debt
- C. High trust
- D. Tight-knit collaboration

18. Which of the following is a characteristic of a DevOps culture?

- A. Task-oriented
- B. Content
- C. Resistant
- D. High trust

19. David finds that whenever he meets with Robert, they have an argument about what the right thing is to do for their team. He knows that they both want the best for their team, and he can see that the tensions between them are upsetting other team members, to the point where they are stopping engaging with the improvement conversations? What could David use to help him understand how better to work with Robert?

- A. The Thomas-Kilmann Conflict Mode Instrument
- B. The Three Ways
- C. The Kübler-Ross Change Curve
- D. A Kanban board

20. Which of the following is a reason that DevOps is important now?

- A. Enterprises have young, nimble start-up competitors
- B. Consumers have 'app' mentalities and expectations
- C. Time to value must accelerate
- D. All of the above

21. Which of the following is true about The Theory of Constraints?

- A. Every process has at least one constraint
- B. The process can exceed the capacity of its constraints
- C. The process can be more successful than its weakest link
- D. Improving constraints is the only way to improve

22. Which of the following is NOT a common constraint?

- A. Loosely coupled architecture
- B. Security assessments
- C. Test setup and run
- D. Environment creation

23. Which of the following is an example of a feedback loop?

- A. Dashboards
- B. On call rotation
- C. Production logs
- D. All of the above

24. During a value stream mapping exercise, Sandra and her team have identified that their change process, using multiple change advisory boards, is interrupting, and slowing their flow. They have also read the latest State of DevOps Report and noted that heavyweight change processes are negatively correlated with organizational performance. What could they practice in order to make their change process lighter weight?

- A. ITIL
- B. Agile
- C. Agile service management
- D. Lean

25. Why do fewer things break in production when you 'shift left'?

- A. Doing everything up front leads to less work later
- B. Extensive planning means we can be sure we've thought of everything
- C. Issues are detected and resolved sooner
- D. They don't; we need to 'shift right'

26. Which of the following is an example of 'Transportation' waste?

- A. Failures and known errors
- B. Multiple handoffs, emails or meetings
- C. Unused software or infrastructure
- D. Over-engineering

27. What is true about changing culture?

- A. You can't change people; they can only change themselves
- B. You don't need to involve stakeholders
- C. It won't cost as much as you think it will
- D. People accept change even when they don't participate

28. Manuel has been reading about DevOps and thinks it has the potential to change the ways of working in his organization for the better. He has started talking to people about it and found a few people are interested. He's thinking of setting up a lunch and learn. Why should he do this?

- A. He might attract the attention of the CEO
- B. Other innovators and early adopters likely will turn up
- C. He shouldn't bother - nobody will be interested
- D. If the late majority attend, he'll know DevOps is already done

29. A Transformational Leader...

- A. Accepts the status quo
- B. Criticizes the team
- C. Commands and berates
- D. Understands organizational direction

30. What should we measure when we are using DevOps principles and practices to improve organizational performance?

- A. Maturity
- B. Individual performance
- C. Productivity
- D. Value

31. What should you do when you are improving automation?

- A. Automate all processes as they are
- B. Architect first
- C. Build your toolchain and stick with it
- D. Don't worry about monitoring

32. What are good ways to empower new behaviors?

- A. Hackathons
- B. Social media style idea and story sharing
- C. Communities of practice
- D. All of the above

33. Which of the following is NOT a characteristic of Safety Culture?

- A. Blameless postmortems
- B. Valuing incidents
- C. Embracing Single Point of Failure (SPOF)
- D. The Andon Cord

34. Why is Kanban useful?

- A. It allows for unlimited Work in Progress
- B. It pushes work to teams
- C. It maximizes waste and idle time
- D. It makes work visible

35. When you optimize for stability using DevOps principles and practices, what do you sacrifice?

- A. Speed
- B. Quality
- C. Nothing
- D. Your people

36. More than anything else, DevOps is...

- A. A cultural movement
- B. About automating all the things
- C. Merely an extension of agile
- D. Simple to understand and execute

37. Which is not one of the Four Key Metrics in DevOps?

- A. Deployment frequency
- B. Lead time from commit to test
- C. Time to recover from incidents
- D. Change failure rate

38. Nik has been using agile practices to improve the flow of work through his team and has brought development and IT Operations people closer together. Using a combination of continuous delivery capabilities and monitoring he's created short feedback loops from customers to his team. Now he wants to accelerate innovation. Which of The Three Ways should he look to?

- A. The First Way
- B. The Second Way
- C. The Third Way
- D. All the Ways

39. Continuous Delivery...

- A. Provides fast, automated feedback on a system's production-readiness
- B. Prioritizes working on new features over keeping software releasable/deployable
- C. Relies on a deployment pipeline that automatically deploys on demand
- D. Increases the cost, time, and risk of delivering incremental changes

40. Jon's been pushing his organization's DevOps evolution forward for some time now and he's focused on consolidating gains to produce more change. What should he NOT do?

- A. Communicate successes
- B. Keep quiet about failures
- C. Continually invest in education
- D. Make reusable artifacts available

ANSWER KEY

Question	Correct Answer	Topic Area
1	D	7: DevOps Values: Measurements, Metrics & Reporting
2	A	1: Exploring DevOps
3	B	2: Core DevOps Principles
4	D	7: DevOps Values: Measurements, Metrics & Reporting
5	C	4: DevOps Values: Business & Technology Frameworks
6	C	4: DevOps Values: Business & Technology Frameworks
7	A	4: DevOps Values: Business & Technology Frameworks
8	A	8: DevOps Values: Sharing, Shadowing & Evolving
9	D	4: DevOps Values: Business & Technology Frameworks
10	C	7: DevOps Values: Measurements, Metrics & Reporting
11	D	3: Key DevOps Practices
12	B	3: Key DevOps Practices
13	A	2: Core DevOps Principles
14	B	3: Key DevOps Practices
15	D	6: DevOps Values: Automation & Architecting Toolchains
16	D	6: DevOps Values: Automation & Architecting Toolchains
17	B	5: DevOps Values: Culture, Behaviors & Operating Models
18	D	5: DevOps Values: Culture, Behaviors & Operating Models
19	A	5: DevOps Values: Culture, Behaviors & Operating Models
20	D	1: Exploring DevOps
21	A	2: Core DevOps Principles

22	A	2: Core DevOps Principles
23	D	2: Core DevOps Principles
24	C	4: DevOps Values: Business & Technology Frameworks
25	C	3: Key DevOps Practices
26	B	4: DevOps Values: Business & Technology Frameworks
27	A	5: DevOps Values: Culture, Behaviors & Operating Models
28	B	5: DevOps Values: Culture, Behaviors & Operating Models
29	D	8: DevOps Values: Sharing, Shadowing & Evolving
30	D	7: DevOps Values: Measurements, Metrics & Reporting
31	B	6: DevOps Values: Automation & Architecting Toolchains
32	D	5: DevOps Values: Culture, Behaviors & Operating Models
33	C	4: DevOps Values: Business & Technology Frameworks
34	D	3: Key DevOps Practices
35	C	1: Exploring DevOps
36	A	1: Exploring DevOps
37	B	1: Exploring DevOps
38	C	2: Core DevOps Principles
39	A	3: Key DevOps Practices
40	B	8: DevOps Values: Sharing, Shadowing & Evolving