



EXIN DevOps Master

Sample Questions

Edition 201608



DevOps

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Content

Introduction	4
Sample questions	5
Answer key	9
Evaluation	18

Introduction

This is a set of sample questions for the EXIN DevOps Master exam (DEVOPSM.EN). The Rules and Regulations for EXIN's examinations apply to this exam.

This set consists of 10 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is the correct answer.

The maximum number of points that can be obtained for this exam is 10. Each correct answer is worth 1 point. If you obtain 7 points or more you will pass.

The time allowed for this exam is 30 minutes.

Please note that the real exam consists of 50 questions and the exam duration is 120 minutes.

Good luck!

Sample questions

1 of 10

What is a good reason to implement DevOps in an organization?

- A. DevOps has more frequent feedback cycles for new services, because the development speed is higher.
- B. DevOps provides the new services Just-in-Time, because it releases software more frequently.
- C. DevOps improves business continuity and agility, because the processes are optimized and only value added activities are done.
- D. DevOps reduces Waste in the collaboration between Development and Operations, because they are unified.

2 of 10

Any team that adopts DevOps, could be described as a Compact.

What principle applies **best** to make a Compact work?

- A. dynamic collaboration
- B. ongoing communication
- C. reducing cycles
- D. shared accountability

3 of 10

To implement DevOps, there are many sources of knowledge, standards and practices available.

Which one is considered **key** for a successful DevOps implementation?

- A. CMMI Level3
- B. Disciplined Agile
- C. ISO 20001
- D. PMI PMBok

4 of 10

"An Operations team manager wants to implement Scrum in the Operations team, as has already been done in the Development team."

What is **not** a benefit of working with Scrum in an Operations team?

- A. Easy synchronization of working rhythm between teams.
- B. Speaking the same language, because you have the same values.
- C. Possibility of building up a good one-piece flow.
- D. Ease of building up Obeya for DevOps.

5 of 10

Why do Agile and Scrum promise faster and more predictable software development?

- A. by allowing better and complete requirements gathering and handling prior to design
- B. by allowing the project manager to quickly change priorities as needed
- C. by allowing the product owner to participate in daily stand-up meetings
- D. by allowing small autonomous, self-organizing and self-planning teams

6 of 10

What is light-weight ITSM?

- A. a business-continuity focused ITSM
- B. a new ITIL version proposed as standard
- C. a poor implementation of ITIL processes
- D. a release-management oriented ITSM

7 of 10

"Senior business management is requesting better business support and alignment to business objectives from the IT department. As a CIO, among other measures, you decide to reduce management workload in Operations."

How will DevOps **best** help you to improve your existing Service Level Management?

- A. by abandoning ITSM best practices as they are just a heavyweight approach
- B. by designing better operating level agreements (OLA) between Development and Operations
- C. by implementing a new set of ITSM processes based on ITIL version 3
- D. by realigning ITSM to use a set of minimum required information (MRI)

8 of 10

Which is a benefit of Continuous Integration within Effective DevOps?

- A. More frequent and timely feature releases
- B. Long periods of time between feature releases
- C. Extensive testing cycles before feature releases

9 of 10

"Upon release of a new IT service, a job in the operation ends unexpectedly."

What could **not** be a valid cause for this?

- A. The non-functional requirements were not clear, due to an imperfect User Story.
- B. There was a lack of work in the development processes, as is supported by the Service Acceptance Criteria (SAC).
- C. The gatekeeper did not take the interrelation between work items and SAC into account.
- D. The Service Master did not agree with the user on the End of Life of the service to be released.

10 of 10

"Teams with good collaboration practices have synchronized work tickets. A CTO used Go and See, to investigate how the Operations team functions. After releasing, the Operations team always redefines the Operational infrastructure."

Which of the following is the **best** advice to improve upon this practice?

- A. They should do nothing. There is no improvement possible, because the redefinition step should always be done.
- B. They should review the Operational Infrastructure, so that it becomes an automated process.
- C. They should start to share their knowledge of the deployment process with the Development team.
- D. They should examine a way to model the operational infrastructure and access control of the operational environment.

Answer key

1 of 10

What is a good reason to implement DevOps in an organization?

- A. DevOps has more frequent feedback cycles for new services, because the development speed is higher.
 - B. DevOps provides the new services Just-in-Time, because it releases software more frequently.
 - C. DevOps improves business continuity and agility, because the processes are optimized and only value added activities are done.
 - D. DevOps reduces Waste in the collaboration between Development and Operations, because they are unified.
-
- A. Incorrect. Feedback cycles are more frequent when development speed is higher, but this is usually due to Scrum or other Agile methodology, not DevOps per se.
 - B. Incorrect. Delivering Just-in-Time is great, but it is not a good reason on its own to implement DevOps. Implementing Lean processes would work better for this goal.
 - C. Correct. Adding value and optimizing processes are the keys to improving business continuity and the agility of the company. You should think of what it means that IT services should always support the business, what the value and purpose are of DevOps. (*Literature: C*)
 - D. Incorrect. Just adding two teams together will not ensure removal of Muda (waste). They need to change their practices to start removing waste.

Any team that adopts DevOps, could be described as a Compact.

What principle applies **best** to make a Compact work?

- A. dynamic collaboration
- B. ongoing communication
- C. reducing cycles
- D. shared accountability

- A. Incorrect. Dynamic collaboration is not a compact principle.
- B. Correct. The principles of a DevOps compact are Ongoing Communication, Shared, clearly defined goals and Dynamic adjustment and repairs of understanding. (*Literature reference: A - Chapter 2 - Example of a compact*)
- C. Incorrect. Reducing cycles is not a compact principle.
- D. Incorrect. Shared accountability is not a compact principle.

To implement DevOps, there are many sources of knowledge, standards and practices available.

Which one is considered **key** for a successful DevOps implementation?

- A. CMMI Level3
- B. Disciplined Agile
- C. ISO 20001
- D. PMI PMBok

- A. Incorrect. CMMi certification could help but is not Key for a DevOps implementation. Even less a specific CMMi Level.
- B. Correct. Disciplined Agile is a Key requirement for a successful DevOps implementation.
(Literature references: C - section 4i - Disciplined Agile.)
- C. Incorrect. ISO 20001 certification could help but is not Key for a DevOps implementation.
- D. Incorrect. PMI PMBok is a project management reference literature that is not Key for a DevOps implementation.

"An Operations team manager wants to implement Scrum in the Operations team, as has already been done in the Development team."

What is **not** a benefit of working with Scrum in an Operations team?

- A. Easy synchronization of working rhythm between teams.
 - B. Speaking the same language, because you have the same values.
 - C. Possibility of building up a good one-piece flow.
 - D. Ease of building up Obeya for DevOps.
-
- A. Incorrect. This is a benefit of Scrum in the Operations team.
 - B. Incorrect. This is a benefit of Scrum in the Operations team.
 - C. Incorrect. This is a benefit of Scrum in the Operations team.
 - D. Correct. This is not a benefit of Scrum in the Operations team. Obeya is war-room communication for issues.

Why do Agile and Scrum promise faster and more predictable software development?

- A. by allowing better and complete requirements gathering and handling prior to design
- B. by allowing the project manager to quickly change priorities as needed
- C. by allowing the product owner to participate in daily stand-up meetings
- D. by allowing small autonomous, self-organizing and self-planning teams

- A. Incorrect. This approach is more of a Waterfall model.
- B. Incorrect. The project manager should not change priorities, it's the Product Owner who does.
- C. Incorrect. Even though the product owner can participate, this is not relevant to deliver on the promise of faster and more predictable software development.
- D. Correct. This is the way proposed by Scrum and Agile principles to be able to deliver Faster and Better. *(Literature Reference: A: Chapter 4 and B: Chapter 1, the concept is mentioned throughout the books, but is an essential concept from Agile and Scrum)*

What is light-weight ITSM?

- A. a business-continuity focused ITSM
- B. a new ITIL version proposed as standard
- C. a poor implementation of ITIL processes
- D. a release-management oriented ITSM

- A. Correct. ITIL seems heavyweight and not suited for the quick processes of DevOps. Light-weight ITSM is ITSM realigned for DevOps focused on business continuity with a set of Minimum required information. (*Literature reference: C - Section 4iii - IT Service Management*)
- B. Incorrect. There is not such ITIL Version yet proposed.
- C. Incorrect. Light-weight ITSM is not a poor implementation, rather a skimmed version, focused on business continuity and reducing management workload.
- D. Incorrect. ITSM is oriented to Service Management, not Release management. Within the ITSM concept, Release is a process that underpins the Service.

7 of 10

"Senior business management is requesting better business support and alignment to business objectives from the IT department. As a CIO, among other measures, you decide to reduce management workload in Operations."

How will DevOps **best** help you to improve your existing Service Level Management?

- A. by abandoning ITSM best practices as they are just a heavyweight approach
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 - C. by implementing a new set of ITSM processes based on ITIL version 3
 - D. by realigning ITSM to use a set of minimum required information (MRI)
-
- A. Incorrect. Abandoning ITSM best practices is not something that will improve SLM.
 - B. Incorrect. Designing better OLA between dev and ops will not help to reduce the workload, it will rather create more bureaucracy. It is certainly not a focus of DevOps.
 - C. Incorrect. This will create more Heavyweight processes unfitted for DevOps.
 - D. Correct. This is a key requirement for a DevOps implementation, to produce a light-weight ITSM. (*Literature reference: C - Section 4iii - IT Service Management*)

8 of 10

Which is a benefit of Continuous Integration within Effective DevOps?

- A. More frequent and timely feature releases
 - B. Long periods of time between feature releases
 - C. Extensive testing cycles before feature releases
-
- A. Correct.
 - B. Incorrect.
 - C. Incorrect.

"Upon release of a new IT service, a job in the operation ends unexpectedly."

What could **not** be a valid cause for this?

- A. The non-functional requirements were not clear, due to an imperfect User Story.
- B. There was a lack of work in the development processes, as is supported by the Service Acceptance Criteria (SAC).
- C. The gatekeeper did not take the interrelation between work items and SAC into account.
- D. The Service Master did not agree with the user on the End of Life of the service to be released.

- A. Incorrect. This is a possible cause.
- B. Incorrect. This is a possible cause.
- C. Incorrect. This is a possible cause.
- D. Correct. This is not a possible cause, because this cannot be determined beforehand and will always have to be determined once the service is live.

"Teams with good collaboration practices have synchronized work tickets. A CTO used 'Go and See', to investigate how the Operations team functions. After releasing, the Operations team always redefines the Operational infrastructure."

Which of the following is the **best** advice to improve upon this practice?

- A. They should do nothing. There is no improvement possible, because the redefinition step should always be done.
- B. They should review the Operational Infrastructure, so that that becomes an automated process.
- C. They should start to share their knowledge of the deployment process with the Development team.
- D. They should examine a way to model the operational infrastructure and access control of the operational environment.

- A. Incorrect. This is unnecessary work and can be improved upon.
- B. Incorrect. There is no clear way to start automating this process without involving Development.
- C. Correct. This is the way to go: sharing knowledge and then taking further steps.
- D. Incorrect. Although this may be nice, they will keep on repeating it, which is Waste.

Evaluation

The table below shows the correct answers to the questions in this set of sample questions.

Question	Answer Key
1	C
2	B
3	B
4	D
5	D
6	A
7	D
8	A
9	D
10	C

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