




Value Stream Management
FoundationSM

Syllabus



Official Training Materials



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1. Introduction

The purpose of the DevOps® Institute Value Stream Management FoundationSM certification and its associated course is to impart, test and validate knowledge of Value Stream Management vocabulary, principles, practices, automation, and purpose. The vocabulary terms, concepts and practices are documented in the Official Training Materials provided to the learners.

Value Stream Management FoundationSM is a certification that is accredited by DevOps® Institute in partnership with the Value Stream Management Consortium.

Although there are no formal prerequisites for the exam, PeopleCert highly recommends that candidates complete at least 16 contact hours (instruction and labs and self-study) as part of a formal, approved training course delivered by an Authorized Training Organization of PeopleCert to prepare candidates for the exam leading to the Value Stream Management FoundationSM certification.

The Value Stream Management FoundationSM examination is accredited, managed, and administered under the strict protocols and standards of PeopleCert.

2. Exam overview

Material allowed	Official Training Material	This is an 'open book' exam. Official Training Materials can be used for study and during the exam.
Exam duration	60 minutes	Candidates taking the exam in a language that is not their native or working language may be awarded 25% extra time, that is 75 minutes in total.
Number of marks	40 marks	There are 40 questions, each worth 1 mark. There is no negative marking.
Provisional pass mark	65%	Candidates need to answer 26 questions correctly to pass the exam.
Level of thinking	Bloom's levels 1 and 2	"Bloom's level" describes the type of thinking needed to answer the question. For Bloom's level 1 questions, you need to recall information/knowledge about the Value Stream Management and DevOps concepts and vocabulary terms. For Bloom's 2 questions, you need to show understanding of these concepts in context.
Question types	Standard, Negative, Missing word(s), and List	The questions are all 'multiple choice'. 'Standard' questions have a stem and four answer options. 'Negative' questions are 'standard' questions in which the stem is negatively worded. For the 'missing word(s)' questions, there is a sentence with a word or more words missing, and candidates have to select the missing word from four options. For the 'list' questions, there is a list of four statements, and candidates have to select two correct statements from the list.
Delivery	Web-based	The exam is offered only as a computer/web-based exam.
Badge	Online badge	Value Stream Management Foundation SM Certified

It is recommended that candidates complete the Value Stream Management FoundationSM course from a PeopleCert Accredited Training Organization (ATO).

3. Question Types

All questions are Objective Test Questions (OTQs), which present four options from which one option is selected. Distractors (wrong answers) are options that candidates with incomplete knowledge or skill would be likely to choose. These are generally plausible responses relating to the syllabus area being examined. Question styles used within this type are: 'Standard', 'Missing word', 'List' (2 correct items), and, exceptionally, 'Negative' standard OTQ.

Example 'Standard' OTQ:

What does the 'C' stand for in CALMS?

- A. Cooperation
- B. Collaboration
- C. Culture
- D. Continuous Integration

Example 'List' OTQ:

When putting the 1st Way into action, which **TWO** of the following should be **INCLUDED**?

- 1. Passing a known defect downstream
 - 2. Seeking an overview of the system
 - 3. Decreasing flow and adding constraints
 - 4. Allowing local optimization to cause global degradation
-
- A. 1 and 3
 - B. 2 and 3
 - C. 2 and 4
 - D. 3 and 4

NOTE: Two of the list items are correct. List style questions are never negative.

Example 'Missing word' OTQ

Identify the missing word(s) in the following sentence.

According to Gartner, [?] is the most common challenge for organizations adopting DevOps principles.

- A. People
- B. Information
- C. Process
- D. Technology

Example 'Negative' standard OTQ:

Which of the following is **NOT** a goal of DevOps?

- A. Improved productivity
- B. Fewer but higher-quality software releases
- C. Lower risk software deployments
- D. Improved quality of code

NOTE: Negative questions are only used, as an exception, where part of the learning outcome is to know that something is not done or should not occur.

Please see the sample paper for an example of the exam format and content.

4. Syllabus

The Value Stream Management FoundationSM exam requires knowledge of the topic areas specified below.

Note: The Value Stream Management FoundationSM certification uses the Bloom Taxonomy of Educational Objectives in constructing the learning content and the examination.

- The Value Stream Management FoundationSM exam contains Bloom 1 questions that test learners' **knowledge** of Value Stream Management and DevOps concepts and vocabulary terms.
- The exam also contains Bloom 2 questions that test learners' **comprehension** of these concepts in context.

Topic Area	Description	Marks
VSMF - 1 History and Evolution	The history and evolution of value stream management and its application to digital and technology-led value streams.	4
VSMF - 2 Identifying Value Streams	Setting a long-term vision and identifying value streams. The use of value stream-centric thinking in DevOps and other ways of working frameworks.	4
VSMF - 3 Mapping Value Streams	Mapping value streams as a tool and discipline. When and how to map value streams. Roles in value stream mapping: sponsors, facilitators, teams. When to map.	6
VSMF - 4 Connecting DevOps Toolchains	Connecting DevOps toolchains to value streams. Traceability, visibility, and value stream management platforms.	5
VSMF - 5 Value Stream Metrics	Value stream metrics for flow and realization, definitions of value and benefits hypotheses.	5
VSMF - 6 Inspecting the Value Stream	Inspecting value stream for both flow and realization, making it visible, when to inspect what data, how to use tools to discover insights and trends.	5
VSMF - 7 Organizing as Value Streams	Organizational design and value stream alignment, transitioning to VSM, who does what, and finance considerations.	6
VSMF - 8 Evolving Value Streams	Measuring VSM capability and evolution, deciding and driving improvements, building hypotheses and observing outcomes, using KPIs and OKRs to adopt VSM.	5

The candidate is expected to understand and comprehend the following Value Stream Management concepts and vocabulary at Blooms Level 1 and 2.

- Agile
- Agile at Scale
- Chief Value Officer
- Continuous Delivery
- Continuous Delivery Pipeline
- Continuous Flow
- Continuous Integration
- Customer Journey Mapping
- Cycle Time
- DevOps
- DevOps Metrics
- DevOps Pipeline
- DevOps Toolchains
- Digital Product Management
- Digital Transformation
- Digital Value Streams
- Flow
- Flow Metrics
- Fuzzy Front End
- Gemba
- Hypothesis Backlog
- Hypothesis-Driven Development
- Ideation
- Impact-Driven Development
- Insights-Driven Business
- Key Performance Indicators
- Lead Time
- Lean
- Objectives and Key Results
- Observability
- Portfolio and Backlog
- Process Mapping
- Project to Product
- Systems Thinking
- Team Topologies
- The Theory of Constraints
- The Three Pillars of Empiricism
- The Three Ways of DevOps
- Touch Time
- Value
- Value-Adding Activities
- Value Cycle
- Value Realization
- Value Stream Architect
- Value Stream Management
- Value Stream Management Platform
- Value Stream Mapping
- Value Stream Metrics
- Velocity
- Wait Time
- Waste
- Waterfall

5. Exam specification

The examination has the following structure:

Topic Area	Weighting %
History and Evolution	10.0%
Identifying Value Streams	10.0%
Mapping Value Streams	15.0%
Connecting DevOps Toolchains	12.5%
Value Stream Metrics	12.5%
Inspecting the Value Stream	12.5%
Organizing as Value Streams	15.0%
Evolving Value Streams	12.5%
Total	100%

