PROFESSIONAL SCRUM MASTER (PSM) CERTIFICATION PRACTICE EXAM (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

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How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

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Questions

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1. What role does the Development Team play in a Sprint?

A. They decide what's to be built

B. They solely manage the project timeline

C. They implement and create the work

D. They communicate with stakeholders

2. What is one consequence of not adhering to the Definition of Done?

A. The team will receive positive feedback from stakeholders

B. The product may be of lower quality

C. The team will complete their work faster

D. There will be more collaboration

3. What should the Development Team and Product Owner focus on if the Sprint Backlog is incomplete?

A. Reordering tasks to ensure high value delivery

B. Completing all original tasks as planned

C. Deferring uncompleted tasks to the next Sprint

D. Celebrating the incomplete jobs

4. If the Product Owner doubts the quality of the definition of "Done", what should they do?

A. Discuss it in the next sprint retro

B. Revise it immediately

C. Ignore it and move on

D. Consult a stakeholder

5. Which of the following is a key responsibility of the Scrum Master during the initial introduction of Scrum?

A. Defining the product backlog

B. Guiding the team through their first few Sprints

C. Setting strict deadlines for each Sprint

D. Managing the team's performance metrics

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6. Are all interactions between stakeholders and the Development Team required to occur through the Product Owner?

A. Yes, always

B. No, they can also occur during Sprint Reviews

C. Yes, during the Sprint Planning only

D. No, only during the Sprint meetings

7. Is the Sprint Backlog considered baselined at the end of Sprint Planning?

A. Yes, it is a fixed document

B. No, it is dynamic and can change during the Sprint

C. Yes, but only for the remainder of the Sprint

D. No, but it cannot be modified after planning

8. Which of the following describes the definition of "Done"? (Choose 2 answers)

A. Help increase velocity

B. Increases transparency

C. Ensures everything is documented

D. Helps ensure the increment is releasable

9. What can happen to Sprint Backlog items during a Sprint if priorities change?

A. They must be completed in the current Sprint

B. Some can be replaced with items from the Product Backlog

C. They should remain unchanged until the next Sprint

D. All items will move back to the Product Backlog

10. Which statement is correct when developers are working in the middle of a Sprint?

A. The Sprint Backlog would be frozen

B. No user acceptance test will be conducted until the end of the Sprint

C. The scope may be clarified as more is learned

D. The work remaining cannot be updated until the next Sprint

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Answers

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1. C
2. B
3. A
4. A
5. B
6. B
7. B
8. B
9. B
10. C

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Explanations

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1. What role does the Development Team play in a Sprint?

A. They decide what's to be built

B. They solely manage the project timeline

C. They implement and create the work

D. They communicate with stakeholders

The Development Team plays a crucial role in the Sprint by implementing and creating the work. This team is composed of skilled professionals who are responsible for building the product increment as defined in the Sprint Goal. During a Sprint, the Development Team collaborates to transform the items selected from the Product Backlog into a functional increment of the product that meets the expected quality standards. This hands-on work includes designing, developing, testing, and refining product features. The team's autonomy and cross-functional skill set allow them to self-organize and determine the best way to carry out the work planned for the Sprint. This focus on implementation highlights their primary responsibility, which is essential to delivering product increments that add value to stakeholders at the end of each Sprint. Other choices may sound appealing at first glance, but they do not encapsulate the primary focus of the Development Team's role. For instance, deciding what to build is part of the responsibilities of the Product Owner, while managing the timeline is not a sole responsibility of the Development Team but rather a joint effort in the context of Scrum. Communication with stakeholders typically involves the Scrum Master and Product Owner, emphasizing their roles in conveying progress and managing stakeholder expectations.

2. What is one consequence of not adhering to the Definition of Done?

A. The team will receive positive feedback from stakeholders

B. The product may be of lower quality

C. The team will complete their work faster

D. There will be more collaboration

Choosing to not adhere to the Definition of Done can lead to the product being of lower quality. The Definition of Done is a critical agreement within Scrum that defines the criteria that must be met for a product increment to be considered complete. It ensures that all work, including coding, testing, documentation, and any other necessary tasks, has been conducted to a satisfactory standard. If the team bypasses these criteria, it may result in incomplete features, insufficient testing, and unresolved technical debt, which ultimately compromises the quality of the product being delivered. This consequence emphasizes the importance of consistently applying the agreed-upon standards to maintain the integrity and reliability of the software.

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3. What should the Development Team and Product Owner focus on if the Sprint Backlog is incomplete?

A. Reordering tasks to ensure high value delivery

B. Completing all original tasks as planned

C. Deferring uncompleted tasks to the next Sprint

D. Celebrating the incomplete jobs

When the Sprint Backlog is found to be incomplete, the Development Team and Product Owner should indeed focus on reordering tasks to ensure high value delivery. This approach aligns with the agile philosophy of prioritizing work that delivers the most value to the customer or end user. In Scrum, the purpose of the Sprint is to achieve specific goals and provide deliverables that can be demonstrated at the end of the Sprint. If certain tasks within the Sprint Backlog cannot be completed, the team should assess which remaining tasks provide the highest value and can contribute meaningfully to the Sprint Goal. By reordering tasks, the team ensures that even if not all planned work is completed, they focus on delivering what is most critical and valuable, thereby maximizing the outcome of their efforts. This focus on delivering high-value work supports the iterative nature of Scrum, enabling continuous improvement and responsiveness to changing circumstances. It encourages collaboration between the Development Team and Product Owner to make informed decisions about what to prioritize based on the current state of work and potential impact on stakeholder needs. Other approaches, such as completing all original tasks as planned, may not be feasible or beneficial if it means sacrificing value or quality. Deferring uncompleted tasks to the next Sprint could lead to issues with backlog management and may

4. If the Product Owner doubts the quality of the definition of "Done", what should they do?

A. Discuss it in the next sprint retro

B. Revise it immediately

C. Ignore it and move on

D. Consult a stakeholder

The appropriate course of action for the Product Owner, when they have doubts about the quality of the definition of "Done," is to discuss it in the next sprint retrospective. This meeting is an opportunity for the Scrum Team to reflect on their work and improve their processes. During the sprint retrospective, team members can openly communicate about what is working well and what isn't, including the criteria under which work is considered complete. The definition of "Done" sets the quality standard for the increments produced by the team, and clarity on this definition is critical for ensuring that team members have a shared understanding of quality expectations. Addressing concerns about the definition during the retrospective allows for collaborative input from the entire Scrum Team, which includes Scrum Master and Developers, fostering an open dialogue about quality and encouraging a culture of continuous improvement. Furthermore, adjusting the definition only after thorough discussion helps ensure that any changes are deliberate and collectively agreed upon, rather than impulsive or unilateral upon the Product Owner's immediate doubts. The other options lack the collaborative and reflective consideration needed in Agile practices. Revising the definition immediately could bypass necessary input from the team and lead to misunderstandings. Ignoring the issue entirely compromises the quality of the product and can further complicate future sprints. Consulting

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5. Which of the following is a key responsibility of the Scrum Master during the initial introduction of Scrum?

A. Defining the product backlog

B. Guiding the team through their first few Sprints

C. Setting strict deadlines for each Sprint

D. Managing the team's performance metrics

The key responsibility of the Scrum Master during the initial introduction of Scrum is to guide the team through their first few Sprints. This role is crucial because it involves helping the team understand and implement Scrum practices effectively. The Scrum Master facilitates the team's understanding of Agile principles, supports them in self-organization, and ensures they adhere to Scrum events and artifacts. During the initial Sprints, teams often face challenges as they adjust to the Scrum framework. The Scrum Master plays a vital role in coaching the team, helping them navigate obstacles, and fostering a collaborative environment. This guidance is essential for the team to develop their processes, refine their roles, and become more effective in delivering value. In contrast, defining the product backlog is primarily the responsibility of the Product Owner, who is focused on maximizing the value of the product and ensuring the team is working on the most important tasks. Setting strict deadlines contradicts the Agile philosophy of flexibility and responsiveness and is not a role of the Scrum Master. Additionally, managing performance metrics can lead to a focus on individual performance rather than team collaboration, which is not aligned with the objectives of a Scrum Master in fostering teamwork and self-management.

6. Are all interactions between stakeholders and the Development Team required to occur through the Product Owner?

A. Yes, always

B. No, they can also occur during Sprint Reviews

C. Yes, during the Sprint Planning only

D. No, only during the Sprint meetings

The correct answer indicates that while the Product Owner plays a crucial role in facilitating communication and collaboration between stakeholders and the Development Team, interactions can also occur in other contexts, such as during Sprint Reviews. In Scrum, the Sprint Review is specifically designed for stakeholders to provide feedback on the increment delivered by the Development Team. This means that during this event, stakeholders are encouraged to engage directly with the Development Team to discuss the work completed, provide insights, and convey their perspectives. This interaction fosters a collaborative environment and allows for direct feedback, which can be invaluable for guiding future work. The focus of the Product Owner is to manage the product backlog and to serve as the primary communicator of the vision, goals, and priorities to the team. However, the structured event of the Sprint Review creates a suitable platform where direct interaction is not only possible but beneficial for all parties involved. In contrast, the other options either overly restrict the flow of communication or suggest that interactions are limited to very specific scenarios which do not encompass the broader collaborative nature that Scrum promotes.

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7. Is the Sprint Backlog considered baselined at the end of Sprint Planning?

A. Yes, it is a fixed document

B. No, it is dynamic and can change during the Sprint

C. Yes, but only for the remainder of the Sprint

D. No, but it cannot be modified after planning

The Sprint Backlog is dynamic and can indeed change during the Sprint. This flexibility is a core principle of Scrum, allowing the team to adapt to changes and new information that emerges throughout the Sprint. While the Sprint Backlog is created during Sprint Planning, it is not a fixed document; rather, it is an evolving artifact that reflects the team's understanding of the work needed to meet the Sprint Goal. As the team progresses through the Sprint, they may discover new tasks, re-evaluate the priority of certain backlog items, or modify their approaches based on what they learn. This adaptability is crucial to ensuring they can effectively address any challenges or opportunities that arise. In this context, saying that it is static or fixed would contradict the agile philosophy that values responding to change over following a plan. Emphasizing the dynamic nature of the Sprint Backlog supports the Scrum team's ability to deliver valuable increments, as they can modify their focus based on ongoing insights and situations throughout the Sprint.

8. Which of the following describes the definition of "Done"? (Choose 2 answers)

A. Help increase velocity

B. Increases transparency

C. Ensures everything is documented

D. Helps ensure the increment is releasable

The definition of "Done" in the context of Scrum is key to understanding when a product increment is truly complete. The concept of "Done" ensures transparency and clarity within the Scrum team and stakeholders about the criteria that a product increment must meet before it can be considered complete. One reason for selecting the answer that increases transparency is that it encourages a shared understanding among team members of what constitutes a potentially shippable product. This definition helps to clarify the expectations for quality and completeness, which directly contributes to better communication and collaboration within the team and with stakeholders. By having a clear definition of "Done," everyone involved knows the requirements that must be satisfied for a product increment, allowing for more informed decision-making and improved planning. Additionally, identifying an answer that helps ensure the increment is releasable is also aligned with the definition of "Done." When the criteria are met, the increment is not only complete in terms of development but also passes all necessary tests and meets acceptance criteria. This ensures that the increment can be delivered to customers or released, contributing to the overall effectiveness and efficiency of the Scrum framework. A well-defined "Done" supports the Scrum team's ability to produce work that is valuable and usable. The other options, while they may have some relevance

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9. What can happen to Sprint Backlog items during a Sprint if priorities change?

A. They must be completed in the current Sprint

B. Some can be replaced with items from the Product Backlog

C. They should remain unchanged until the next Sprint

D. All items will move back to the Product Backlog

In Scrum, the Sprint Backlog is a dynamic and flexible artifact that consists of items selected from the Product Backlog to be completed during the Sprint. If priorities change during a Sprint, it is indeed possible for some Sprint Backlog items to be replaced with items from the Product Backlog. This scenario typically arises when new information or feedback necessitates a shift in focus, such as a higher priority task that needs immediate attention. The Scrum Team may choose to replace a lower priority item in the Sprint Backlog with a higher priority item to better align with the current goals and customer needs. However, it's important to note that any changes to the Sprint Backlog should be made collaboratively by the Scrum Team, ensuring that the integrity of the Sprint remains intact and that the commitment to the Sprint Goal is not compromised. This flexibility is one of the key advantages of the Scrum framework, allowing teams to adapt to changing circumstances while still aiming to deliver value within the Sprint timeframe.

10. Which statement is correct when developers are working in the middle of a Sprint?

A. The Sprint Backlog would be frozen

B. No user acceptance test will be conducted until the end of the Sprint

C. The scope may be clarified as more is learned

D. The work remaining cannot be updated until the next Sprint

When developers are working in the middle of a Sprint, the statement that the scope may be clarified as more is learned is accurate. In Scrum, the Sprint is a time-boxed period where the team focuses on delivering a potentially releasable product increment. As the team works through the Sprint, they gain a better understanding of the work required and may discover new information that affects the scope of the Sprint Backlog. This process allows for adaptation and refinement, ensuring that the team can address evolving requirements or fix unforeseen issues. The ability to clarify scope stems from the iterative and incremental nature of Scrum, which emphasizes learning and adaptation. This means that while the overall goal and the Sprint Backlog are defined at the beginning of the Sprint, developers can have discussions with the Product Owner to refine or clarify items as they progress, always within the framework of the current Sprint's objectives. In contrast, freezing the Sprint Backlog would impede the team's ability to be responsive and adaptive, and stating that no user acceptance tests could be conducted until the end of the Sprint limits opportunities for feedback and early validation. Additionally, indicating that work remaining cannot be updated until the next Sprint misrepresents the continuous progress tracking that occurs throughout the Sprint, as teams are encouraged to update

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Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

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We wish you the very best on your exam journey. You've got this!

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