

# PROFESSIONAL SCRUM MASTER (PSM) CERTIFICATION PRACTICE EXAM (SAMPLE) STUDY GUIDE



## SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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<https://professionalscrummaster.examzify.com>



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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.

# 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!

## Questions

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**1. Should Scrum be tailored for different projects?**

- A. Yes, it should be adjusted as needed
- B. No, Scrum is a fixed framework
- C. It depends on the team's preference
- D. Yes, it can be customized within limits

**2. Why is "Transparency" considered crucial in Scrum?**

- A. It enables selective sharing of information
- B. It fosters trust and cooperation among team members
- C. It minimizes the need for communication
- D. It allows the team to hide poor performance

**3. When multiple teams work on the same product, should they have different definitions of "Done"?**

- A. Yes, to ensure clarity
- B. No, they should be the same
- C. Yes, as per team preference
- D. No, unless integrated

**4. What is a valid service the Scrum Master provides to the Product Owner?**

- A. Helping the Product Owner find techniques for managing the Product Backlog
- B. Managing the Product Backlog directly
- C. Conducting daily stand-ups
- D. Implementing Scrum methodology

**5. Which roles are defined in Scrum?**

- A. Scrum Master, Project Manager, Development Team
- B. Scrum Master, Product Owner, Development Team
- C. Product Owner, Customer, Development Team
- D. Scrum Master, Client Representative, Development Team

- 6. During which event does the team inspect the increment and adapt the Product Backlog?**
- A. Sprint Planning
  - B. Sprint Review
  - C. Sprint Retrospective
  - D. Daily Scrum
- 7. What is the primary purpose of Release Planning in Scrum?**
- A. To create a user manual for the product
  - B. To define the timeline and scope for product increments
  - C. To estimate the budget for the project
  - D. To assign responsibilities to team members
- 8. What is the implication of having an unclear Product Backlog during Sprint Planning?**
- A. It delays the Sprint
  - B. It has no critical impact
  - C. It requires additional meetings
  - D. It necessitates more team members
- 9. Which of the following practices is not allowed in Scrum?**
- A. Daily Standups
  - B. Hardening Sprints
  - C. Product Backlog refinement
  - D. Sprint Retrospectives
- 10. What does the Product Backlog represent?**
- A. A list of completed tasks
  - B. An ordered list of everything known to be needed in the product
  - C. A checklist for team members
  - D. A schedule of project milestones

## **Answers**

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

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## **Explanations**

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## 1. Should Scrum be tailored for different projects?

- A. Yes, it should be adjusted as needed
- B. No, Scrum is a fixed framework**
- C. It depends on the team's preference
- D. Yes, it can be customized within limits

*Scrum is considered a fixed framework designed to enable teams to deliver value effectively and efficiently. The essence of Scrum lies in its defined roles, events, and artifacts, which create a structure that serves as a guide for implementing Agile principles. This framework is built on the concepts of empirical process control, where transparency, inspection, and adaptation are key. Using Scrum as a fixed framework means adhering to its essential components without altering the fundamental principles that ensure its effectiveness. Tailoring Scrum by removing or modifying these core elements can lead to a diluted understanding of Agile practices and may diminish the potential benefits that the framework provides. While Scrum allows for some guidance on how to implement specific elements based on the team's context—like the size of the team or the complexity of the project—the foundational practices should remain consistent. This consistency helps maintain the integrity of the framework and ensures that teams benefit from the collective knowledge and experiences within the Scrum community.*

## 2. Why is "Transparency" considered crucial in Scrum?

- A. It enables selective sharing of information
- B. It fosters trust and cooperation among team members**
- C. It minimizes the need for communication
- D. It allows the team to hide poor performance

*Transparency is considered crucial in Scrum because it fosters trust and cooperation among team members. In a Scrum environment, transparency ensures that all aspects of the process, work progress, and challenges are visible to everyone involved, including the Scrum team and stakeholders. This openness promotes accountability, encourages honest conversations, and allows the team to address issues collaboratively. When team members share their progress and difficulties, it creates a safe space for discussion, leading to improved problem-solving and decision-making. By cultivating an atmosphere of transparency, Scrum teams can effectively align their objectives, understand each other's contributions, and work together towards common goals. This builds a resilient team culture where members feel comfortable sharing their insights and concerns, ultimately leading to better collaboration and increased overall effectiveness. While other choices may seem appealing at first glance, they do not capture the essence of why transparency is vital in Scrum. Selective sharing of information undermines the foundational principle of collaboration, and minimizing the need for communication or hiding performance issues can lead to breakdowns in trust and the inability to adapt and improve.*

### 3. When multiple teams work on the same product, should they have different definitions of "Done"?

- A. Yes, to ensure clarity
- B. No, they should be the same**
- C. Yes, as per team preference
- D. No, unless integrated

*Having a unified definition of "Done" across multiple teams working on the same product is crucial for maintaining consistency and quality. A shared definition ensures that all teams adhere to the same standards when delivering increments of work, which is essential for effective integration and collaboration. When teams have differing definitions, it can lead to misunderstandings about what it means for work to be completed, potentially resulting in code that isn't fully tested or features that don't meet the same quality standards. This inconsistency can cause challenges during integration, as products from different teams may not align correctly or may require additional work to meet the overall product quality. By having a singular definition of "Done," all teams align their understanding and expectations, facilitating better communication, improving coordination, and enhancing the overall ability to deliver a cohesive and high-quality product increment. This practice ultimately supports the Scrum framework's principles of collaboration and transparency, making it a fundamental practice in Agile development.*

### 4. What is a valid service the Scrum Master provides to the Product Owner?

- A. Helping the Product Owner find techniques for managing the Product Backlog**
- B. Managing the Product Backlog directly
- C. Conducting daily stand-ups
- D. Implementing Scrum methodology

*A valid service that the Scrum Master provides to the Product Owner includes helping them discover techniques for managing the Product Backlog effectively. This involves guiding the Product Owner in understanding how to prioritize items, break down larger user stories into manageable chunks, and ensure that the Product Backlog evolves as the project progresses. The Scrum Master's role is to serve the Scrum Team and support the Product Owner in their responsibilities, particularly when it comes to ensuring that the Product Backlog is clear, prioritized, and reflects the needs of the stakeholders. By providing methods and techniques for effective backlog management, the Scrum Master contributes to the overall productivity and focus of the Scrum Team. This support is essential for maintaining alignment on project goals and ensuring that the team is working on the most valuable tasks at any given time.*

## 5. Which roles are defined in Scrum?

- A. Scrum Master, Project Manager, Development Team
- B. Scrum Master, Product Owner, Development Team**
- C. Product Owner, Customer, Development Team
- D. Scrum Master, Client Representative, Development Team

*The roles defined in Scrum are specifically the Scrum Master, Product Owner, and Development Team. Each of these roles has distinct responsibilities that contribute to the success of the Scrum framework. The Scrum Master acts as a facilitator for the Scrum Team, ensuring that Scrum principles and practices are followed. This role is essential in removing obstacles that may hinder the team's progress and in promoting a culture of continuous improvement. The Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. This includes managing the product backlog, prioritizing items based on stakeholder feedback and business value, and ensuring that the team understands the items in the backlog. The Development Team consists of professionals who work together to deliver the product increment. They are self-organizing and cross-functional, meaning they collectively possess all the skills necessary to create the project's deliverables. In contrast, the other options mentioned include roles that do not align with the Scrum framework. For example, "Project Manager" is not a defined role in Scrum, as the responsibilities traditionally associated with this position are distributed among the Scrum Master and the Product Owner. Similarly, "Customer" and "Client Representative" are not designated roles in Scrum, as Scrum focuses on roles that are part of the team structure defined*

## 6. During which event does the team inspect the increment and adapt the Product Backlog?

- A. Sprint Planning
- B. Sprint Review**
- C. Sprint Retrospective
- D. Daily Scrum

*The Sprint Review is the event during which the Scrum Team inspects the increment, demonstrating what has been accomplished during the Sprint, and adapts the Product Backlog based on stakeholder feedback and insights gained. This gathering includes not just the Scrum Team, but also key stakeholders, making it a collaborative atmosphere for discussing the increment and its relevance to project goals. Feedback collected during this event guides the team in refining and re-prioritizing items in the Product Backlog to better align with stakeholder needs and market conditions. The exchange of information is critical for adapting the Product Backlog to ensure that it reflects the most current understanding of work that needs to be done, and helps identify new opportunities for the product. In contrast, Sprint Planning focuses on planning the work to be done in the upcoming Sprint, the Sprint Retrospective is about reflecting on the team's processes to improve future Sprints, and the Daily Scrum is a short meeting for team members to synchronize their activities and plan their work for the next 24 hours. While all are essential events within Scrum, only the Sprint Review centerpieces both the inspection of the increment and the adaptation of the Product Backlog.*

## 7. What is the primary purpose of Release Planning in Scrum?

- A. To create a user manual for the product
- B. To define the timeline and scope for product increments**
- C. To estimate the budget for the project
- D. To assign responsibilities to team members

*The primary purpose of Release Planning in Scrum is to define the timeline and scope for product increments. This involves determining which features and requirements from the product backlog will be included in an upcoming product release. During Release Planning, the Scrum Team collaborates to establish a shared understanding of the objectives, creates a timeline for when work will be completed, and details the scope of the release, ensuring alignment with both the business goals and customer needs. This process is important as it helps to prioritize work based on business value, technical feasibility, and team capacity, allowing the team to deliver increments of value in a timely and organized manner. By doing so, it ensures that stakeholders have a clear vision of what to expect when a product or feature will be available to them. Properly conducting Release Planning helps to set realistic expectations with stakeholders and ensures that everyone is on the same page regarding the release schedule and its contents.*

## 8. What is the implication of having an unclear Product Backlog during Sprint Planning?

- A. It delays the Sprint
- B. It has no critical impact**
- C. It requires additional meetings
- D. It necessitates more team members

*An unclear Product Backlog during Sprint Planning can lead to significant challenges for the Scrum team. The correct understanding is that if the Product Backlog is not well-defined, it can adversely affect the entire Sprint. It is crucial for teams to have clarity on the items they intend to work on. This clarity helps in setting appropriate goals and makes it easier for the team to estimate the work required and prioritize tasks. When the backlog is unclear, team members might struggle to understand what needs to be accomplished, leading to confusion or misalignment. As a result, they may spend unnecessary time seeking clarification, which can delay the start of the Sprint and disrupt the planned schedule. Additionally, it may compromise the quality of the outcomes since work may not be aligned with customer needs or project objectives. On the other hand, asserting that an unclear Product Backlog has no critical impact overlooks these significant implications. A well-defined backlog is essential for maintaining a smooth and productive workflow, ensuring that all team members are on the same page from the onset of the Sprint.*

## 9. Which of the following practices is not allowed in Scrum?

- A. Daily Standups
- B. Hardening Sprints**
- C. Product Backlog refinement
- D. Sprint Retrospectives

*The practice that is not allowed in Scrum is Hardening Sprints. In Scrum, a Sprint is meant to create a potentially shippable product increment at the end of each iteration. The idea behind Hardening Sprints is to set aside a specific time after a series of Sprints to address technical debt, test, or polish the product before release. However, this contradicts the core principles of Scrum, which promotes a sustainable pace of work and continuous delivery. By intending to allocate a separate Sprint for hardening, it implies that the team has not been addressing quality and technical debt continuously throughout the previous Sprints, which goes against the concept of delivering potentially releasable increments after every Sprint. Scrum encourages teams to integrate development, testing, and any necessary adjustments during the planned Sprints to ensure that each increment is of high quality without extending the timeline artificially with hardening. Daily Standups, Product Backlog refinement, and Sprint Retrospectives are all fundamental Scrum practices that promote transparency, continuous improvement, and effective communication within the team. These practices are fully aligned with the Scrum framework's goal of enhancing collaboration and ensuring that the team is delivering value effectively.*

## 10. What does the Product Backlog represent?

- A. A list of completed tasks
- B. An ordered list of everything known to be needed in the product**
- C. A checklist for team members
- D. A schedule of project milestones

*The Product Backlog is an essential artifact in Scrum that serves as a dynamic and ordered list of everything that is known to be needed for the product. It is not merely a static inventory; it is continuously refined and updated as more is learned about the product and its requirements. The items in the Product Backlog are often referred to as backlog items or user stories, and they encompass features, enhancements, bug fixes, and potentially any other requirement that the stakeholders deem necessary for the product. This ordered nature means that the items that are most critical to the success of the product are prioritized higher, leading to more value being delivered in each increment. The Product Owner is responsible for managing this list to ensure that it reflects stakeholder needs and aligns with overall product vision goals. The iterative process of updating the Product Backlog helps the Scrum Team to remain focused on delivering the highest value in each Sprint. Understanding the Product Backlog in this way is crucial for Scrum Teams as it drives discussions during Sprint Planning and ensures that everyone is aligned on what needs to be accomplished.*

## 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](mailto:hello@examzify.com).

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

<https://professionalscrummaster.examzify.com>

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

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