

PROFESSIONAL SCRUM MASTER (PSM) II PRACTICE TEST (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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THE FULL VERSION STUDY GUIDE

<https://scrummasterpsm2.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. What should a Scrum Master do in response to a Project Manager's concerns about productivity?**
 - A. Share the current Product Backlog and projections
 - B. Ignore the concerns as they are unfounded
 - C. Discuss financial implications with the Project Manager
 - D. Provide anecdotal feedback from team members
- 2. Who is responsible for managing the progress of work during a Sprint?**
 - A. The Product Owner
 - B. The Scrum Master
 - C. Developers
 - D. The Project Manager
- 3. What is the primary responsibility of a Product Owner in Scrum?**
 - A. Managing the development team
 - B. Maximizing the value of the product
 - C. Facilitating Scrum events
 - D. Creating the Sprint Backlog
- 4. How should a Scrum Master handle conflicts between the Product Owner and Developers?**
 - A. Ignore the issue and proceed with the next sprint
 - B. Facilitate discussions in the Sprint Retrospective
 - C. Consult upper management for intervention
 - D. Organize a social event to ease tensions
- 5. Who is responsible for creating the Definition of Done?**
 - A. Scrum Master
 - B. Stakeholders
 - C. Developers
 - D. The Scrum Team

- 6. In scrum, what should the response be if the Definition of Done is reduced?**
- A. It creates dependencies that can lead to future issues
 - B. It can speed up development significantly
 - C. It allows for quicker releases
 - D. It is easily manageable within existing practices
- 7. What effect can adding a second Scrum Team have on the original team's velocity?**
- A. Their velocity is likely to drop.
 - B. Their velocity will remain unchanged.
 - C. Their velocity will likely rise.
 - D. Both teams will coordinate to double the velocity.
- 8. How should a Scrum Master best assist a new Product Owner in engaging with stakeholders?**
- A. Encourage the Product Owner to delegate their responsibilities.
 - B. Advise the Product Owner to ignore stakeholder feedback initially.
 - C. Encourage the Product Owner to frequently engage with stakeholders.
 - D. Remind the Product Owner that they can choose not to engage.
- 9. How should feedback from a Sprint Review be processed before Sprint Planning?**
- A. It should be addressed at the start of the next Sprint without fail.
 - B. Product Backlog should be prioritized and refined accordingly before the planning.
 - C. All feedback must be integrated immediately and planned out.
 - D. The team should ignore any feedback until after the planning meeting.
- 10. True or False: A highly skilled team can ignore Technical Debt to maintain high velocity for stakeholders.**
- A. True
 - B. False
 - C. True, but with caveats.
 - D. False, as it always affects clarity.

Answers

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

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Explanations

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1. What should a Scrum Master do in response to a Project Manager's concerns about productivity?

A. Share the current Product Backlog and projections

B. Ignore the concerns as they are unfounded

C. Discuss financial implications with the Project Manager

D. Provide anecdotal feedback from team members

Sharing the current Product Backlog and projections is the most effective response for a Scrum Master addressing a Project Manager's concerns about productivity. The Product Backlog represents the prioritized work items that the Scrum Team has committed to, which provides transparency regarding what is being worked on and the estimated effort required to complete it. By presenting this information, the Scrum Master can help the Project Manager understand the team's workflow, how backlog items are progressing, and any potential impediments affecting productivity. Additionally, projections provide insights into future work and help set realistic expectations for delivery. This transparent communication fosters a collaborative environment where the Project Manager can better comprehend the team dynamics and challenges, facilitating informed discussions about productivity without resorting to assumptions or generalizations. This approach not only addresses the Project Manager's concerns but also enhances trust and alignment between different roles in the organization. Utilizing data-driven insights like the Product Backlog and its projections enables a constructive dialogue that is focused on outcomes and helps to align both the Scrum Team and the Project Manager toward achieving common goals.

2. Who is responsible for managing the progress of work during a Sprint?

A. The Product Owner

B. The Scrum Master

C. Developers

D. The Project Manager

The responsibility for managing the progress of work during a Sprint primarily lies with the Developers. In the Scrum framework, the Developers are self-organizing and accountable for delivering the Increment of product at the end of each Sprint. They determine how much work they can commit to in the Sprint and are responsible for organizing their work, overseeing its progress, and ensuring that they meet the Sprint Goal. During the Sprint, the Scrum framework emphasizes that the Developers collaborate with one another to adapt their work and to manage how they accomplish their tasks. They hold the Sprint Backlog, which is a visual representation of the work selected for the current Sprint, and they update this as they progress. Frequent inspect-and-adapt sessions, such as the Daily Scrum, enable the team to discuss their progress and any adjustments needed to stay on track. While the Product Owner defines the vision and prioritizes the work, and the Scrum Master facilitates the process and removes impediments, it is ultimately the Developers who are in charge of the execution and progress of the work they've committed to deliver within the Sprint. This structure promotes transparency and accountability among the team members, aligning with the Agile principles of collaboration and self-organization.

3. What is the primary responsibility of a Product Owner in Scrum?

- A. Managing the development team
- B. Maximizing the value of the product**
- C. Facilitating Scrum events
- D. Creating the Sprint Backlog

The primary responsibility of a Product Owner in Scrum is to maximize the value of the product. This role is focused on ensuring that the team is working on the most valuable features and functionalities from the perspective of the stakeholders and users. The Product Owner achieves this by managing the Product Backlog, prioritizing items based on business value, feedback, and market needs. This prioritization ensures that the most important work is completed first, ultimately delivering greater value to customers and stakeholders. The significance of this responsibility cannot be understated, as maximizing product value directly influences customer satisfaction and retention, thereby impacting the success of the product in the market. Effective communication with stakeholders, understanding their needs, and articulating the product vision also fall under this responsibility, making the Product Owner a crucial link between the development team and the external environment. In contrast, managing the development team, facilitating Scrum events, and creating the Sprint Backlog are all vital aspects of Scrum, but they pertain to different roles within the framework. The Scrum Master is generally responsible for facilitating Scrum events and coaching the team, while the Scrum Team collectively develops the Sprint Backlog during Sprint Planning. Thus, while all these activities are important to Scrum, maximizing the value of the product remains the core focus for the Product

4. How should a Scrum Master handle conflicts between the Product Owner and Developers?

- A. Ignore the issue and proceed with the next sprint
- B. Facilitate discussions in the Sprint Retrospective**
- C. Consult upper management for intervention
- D. Organize a social event to ease tensions

The most effective approach for a Scrum Master to handle conflicts between the Product Owner and Developers is to facilitate discussions in the Sprint Retrospective. This setting provides a structured environment where team members can openly discuss challenges they encountered during the sprint, including any conflicts. By doing so, the Scrum Master can encourage dialogue, promote understanding, and help both parties express their viewpoints in a constructive manner. The Scrum framework values transparency, inspection, and adaptation, making the Sprint Retrospective an appropriate venue for addressing issues. This meeting emphasizes continuous improvement, and focusing on conflict resolution during this time allows the team to learn from their experiences and work towards better collaboration in future sprints. Using this approach not only helps to resolve the immediate conflict but also contributes to building trust and a stronger working relationship between the Product Owner and Developers, ultimately leading to more effective teamwork and project outcomes.

5. Who is responsible for creating the Definition of Done?

- A. Scrum Master
- B. Stakeholders
- C. Developers
- D. The Scrum Team**

The Definition of Done is a critical component of the Scrum framework and serves as a shared understanding among all team members regarding what it means for a product increment to be considered complete. It helps ensure transparency and quality in the delivery of the work. The responsibility for creating the Definition of Done lies with the Scrum Team as a whole. This includes the Developers, who are directly involved in the process of delivering potentially shippable increments of the product, as well as the Scrum Master, who ensures that the team adheres to Scrum practices and principles. While stakeholders can provide input or feedback about what they consider "done," they are not responsible for creating this definition. By collaborating as a team to establish the Definition of Done, all team members foster a shared commitment to quality and maintain accountability for the work being produced. It is important for the entire Scrum Team to agree on this definition to ensure consistency in how completion is understood across various increments and sprints.

6. In scrum, what should the response be if the Definition of Done is reduced?

- A. It creates dependencies that can lead to future issues**
- B. It can speed up development significantly
- C. It allows for quicker releases
- D. It is easily manageable within existing practices

*When the Definition of Done is reduced, the response highlighting that it creates dependencies that can lead to future issues is significant. The Definition of Done serves as a shared understanding among the Scrum Team about what it means for work to be complete. Reducing this standard means that the criteria for checking whether an increment meets quality and completion standards are less stringent. Consequently, this can manifest in several ways: 1. **Increased Technical Debt**: By lowering the Definition of Done, teams may skip necessary testing or documentation, which means that increasing technical debt and future challenges become more probable. This can lead to issues that need to be addressed later, ultimately affecting team efficiency and product quality. 2. **Dependency on Future Work**: When essential components of work are not thoroughly completed (e.g., not adequately tested or reviewed), it can create a situation where future work relies on partially completed work. This interdependence complicates the development process and can lead to frustrating bottlenecks as teams might need to revisit previous increments to fix issues that arose due to the lack of thorough completion. 3. **Quality and Stakeholder Trust**: Reducing the Definition of Done may compromise the perceived quality of the output. Over time, stakeholders may lose trust in the*

7. What effect can adding a second Scrum Team have on the original team's velocity?

- A. Their velocity is likely to drop.**
- B. Their velocity will remain unchanged.
- C. Their velocity will likely rise.
- D. Both teams will coordinate to double the velocity.

When a second Scrum Team is added to a project, it's important to consider how this change may impact the dynamics and performance of the original team. One possible outcome is a drop in the original team's velocity. This can occur due to several factors. Firstly, the addition of a new team can lead to increased complexity in communication and coordination among teams, especially if they are working on overlapping areas or shared goals. This added complexity can disrupt the flow of work for the original team, leading to inefficiencies and potentially causing their sprint velocity to decrease. Additionally, if both teams share the same Product Backlog, the presence of another team may create competition for resources, attention, and prioritization. The original team might find themselves distracted by the need to align with the new team, which can pull focus from their individual work and thus reduce their productivity and velocity. Moreover, teams may need to invest time to establish a collaborative working relationship, which can temporarily detract from their output while they adapt to new ways of working together. In Scrum, velocity is a measure of how much work a team can complete in a sprint, and any disruption to team dynamics can affect their ability to deliver as they did prior to the change. Overall, the likely result of adding

8. How should a Scrum Master best assist a new Product Owner in engaging with stakeholders?

- A. Encourage the Product Owner to delegate their responsibilities.
- B. Advise the Product Owner to ignore stakeholder feedback initially.
- C. Encourage the Product Owner to frequently engage with stakeholders.**
- D. Remind the Product Owner that they can choose not to engage.

The choice to encourage the Product Owner to frequently engage with stakeholders is foundational to the success of both the Product Owner and the Scrum framework. Regular engagement with stakeholders allows the Product Owner to gather diverse perspectives, ensure that the product is aligned with customer needs, and build strong relationships that can lead to better collaboration and feedback. Regular interaction helps the Product Owner to clarify requirements, prioritize the product backlog effectively, and make informed decisions that are critical for the success of the product. By fostering a culture of open communication, the Product Owner can also create an environment where stakeholders feel valued and are more likely to provide constructive feedback, leading to a more user-centered product. In contrast, suggestions to delegate, ignore feedback, or opt out of engagement do not support the core responsibilities of the Product Owner. Such approaches could undermine the Product Owner's ability to make data-driven decisions and dilute the product vision by disconnecting from valuable insights and stakeholder needs. Engaging with stakeholders is therefore essential for ensuring that the product not only meets market demands but also continuously evolves based on stakeholder input.

9. How should feedback from a Sprint Review be processed before Sprint Planning?

- A. It should be addressed at the start of the next Sprint without fail.
- B. Product Backlog should be prioritized and refined accordingly before the planning.**
- C. All feedback must be integrated immediately and planned out.
- D. The team should ignore any feedback until after the planning meeting.

The choice that indicates the feedback from a Sprint Review should be processed by prioritizing and refining the Product Backlog before the Sprint Planning is correct, as it aligns with the Scrum framework's principles. After each Sprint Review, the Scrum Team gathers valuable insights and feedback from stakeholders regarding the work done. This feedback is essential for the Scrum Team to assess the state of their product and to determine how to adapt their work to meet customer needs and expectations. Prioritizing and refining the Product Backlog ensures that the most valuable and relevant items from the feedback will be top of mind for development in the next Sprint. This approach allows the Scrum Team to enter the Sprint Planning with a well-structured and prioritized list of items to consider, ensuring that they focus on delivering the highest value in the next Sprint. It also facilitates effective decision-making and fosters continuous improvement by integrating stakeholder feedback into the development process. Addressing feedback without systematically prioritizing it could lead to inefficient use of time during Sprint Planning, as the team may not be focusing on the most critical items first. Similarly, integrating all feedback immediately would overwhelm the team with changes, potentially compromising their sprint goals and focus. Ignoring feedback until after the planning meeting would also diminish the value of the insights gained.

10. True or False: A highly skilled team can ignore Technical Debt to maintain high velocity for stakeholders.

- A. True
- B. False**
- C. True, but with caveats.
- D. False, as it always affects clarity.

A highly skilled team should not ignore Technical Debt, even if they are capable of maintaining high velocity. Technical Debt refers to the shortcuts taken in code or design that facilitate quick progress but may lead to more significant problems in the long run. Ignoring it can compromise code quality, create future issues, and hinder maintainability. Even skilled teams can become bogged down by unresolved Technical Debt, leading to decreased productivity and morale over time. High velocity achieved by ignoring these underlying issues is often unsustainable, as the accumulated debt can eventually slow down development significantly and lead to increased technical challenges. Addressing Technical Debt is essential for ensuring long-term success and maintaining a solid foundation that supports future work. Therefore, the assertion that a highly skilled team can ignore Technical Debt is fundamentally flawed, as it disregards the implications of neglecting code quality and maintainability.

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.

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

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