

# ITIL® 4 Specialist

## Business Relationship Management

### Candidate Syllabus

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# 1 Introduction

The purpose of this document is to outline:

- the learning outcomes of the ITIL 4 Business Relationship Management qualification and the assessment criteria that a candidate is expected to meet for each learning outcome (with reference to the ITIL 4 BRM publication)
- the examination design, in terms of question types to be used, exam duration, and administrative considerations
- the weightings (number of questions) across learning outcomes, assessment criteria and 'Bloom's level' (level of cognitive processing required to answer the question/task, according to Bloom's (revised) taxonomy).

The target audience for this document is:

Candidates taking the ITIL 4 Business Relationship Management qualification.

This module focuses on providing the candidates with the understanding of the key concepts, principles, value and challenges of the Business Relationship Management practice. It is intended to provide candidates with best practice guidance from the strategic as well as day-to-day perspectives on how to apply in practice concepts such as stakeholders analysis and management of requirements, BRM roles and responsibilities, models and techniques, and service relationships.

In addition, the ITIL Maturity Model is introduced as a tool to help candidates assess and measure the organization's capabilities in service management and identify actions on improvement opportunities to develop BRM capabilities.

The ITIL 4 Business Relationship Management module is structured and aligned around the ITIL framework and the ITIL Practice Guides. The examination is intended to assess whether the candidate can demonstrate sufficient understanding and application of the concepts covered in the ITIL 4 Business Relationship Management publication including key elements of the ITIL 4 framework such as the ITIL Service Value Chain model and how it is used with the ITIL practices to create value.

## 2 Exam Overview

Material allowed	None	This is a 'closed book' exam. The <i>ITIL 4 Business Relationship Management</i> publication should be used for study, but is NOT permitted to be used in the exam.
Exam duration	90 minutes	Candidates taking the exam in a language that is not their native or working language may be awarded 25% extra time, i.e. 113 minutes in total.
Number of marks	40 marks	There are 40 questions, each worth 1 mark. There is no negative marking.
Provisional Pass mark	26 marks	You will need to get 26 questions correct (65%) to pass the exam.
Level of thinking	Bloom's levels 2 & 3	"Bloom's level" describes the type of thinking needed to answer the question. For Bloom's 2 questions, you need to show understanding of the concepts, methods and principles of the Business Relationship Management module. For Bloom's 3 questions, you need to demonstrate application of these concepts, methods and principles of the Business Relationship Management module.
Question types	Standard classic, Negative, & List	The questions are all 'multiple choice'. For the 'standard classic' questions, you have a question and four answer options. 'Negative' questions are 'standard' questions in which the stem is negatively worded. For the 'list' questions, there is a list of four statements and you have to select two correct statements from the list.

## 3 Question Types

### Example 'standard' OTQ:

Which is a source of best practice?

- a) Q
- b) P
- c) R
- d) S

### Example 'negative standard' OTQ:

Which is NOT a defined area of value?

- a) Q
- b) P
- c) R
- d) S

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.

### Example 'list' OTQ:

Which TWO statements about service asset and configuration management are CORRECT?

- 1. It does Q
  - 2. It does P
  - 3. It does R
  - 4. It does S
- 
- a) 1 and 2
  - b) 2 and 3
  - c) 3 and 4
  - d) 1 and 4

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

## 4 Business Relationship Management Syllabus

The table below specifies the learning outcomes of the Business Relationship Management qualification, and the assessment criteria used to assess a candidate's achievement of these learning outcomes, subsequent to a course of study.

Note: Principal book references are in parentheses. These refer to the section, but not the subsections within it. All tables that fall within the references of a particular assessment criterion/sub-criterion should be considered as within scope. Figures will be explicitly referenced.

The verb for each assessment criterion indicates the Bloom's level (BL): 'Describe'/'Explain', indicates Level 2 understanding/comprehension, and 'Know how to'/'Apply'/'Identify'/'Carry Out' indicates Level 3 application.

Learning Outcome	Assessment Criteria	Bloom's Level	Marks
1 Understand the key concepts of Business Relationship Management	1.1 Identify the purpose, PSFs, and value of the BRM practice (Introduction, 1.1, 1.2)	2	8
	1.2 Understand the key challenges of business relationship management (1.5)	2	
	1.3 Understand the key stakeholders of service relationships (1.1.2.2)	2	
	1.4 Understand the service journey model including the steps and the role of touchpoints and service interactions (1.4)	2	
	1.5 Understand the types of service relationship and the role of BRM in each type of service relationship (1.3.1)	2	
2 Understand the BRM value streams and processes	2.1 Understand the ITIL service value chain model and the roles and relationships of service value streams, practices, and processes in creation of value (2.1)	2	8
	2.2 Understand the two main processes of the BRM practice, including their: a) key inputs and outputs (2.2, 4.1) b) activities (2.2) c) key questions (2.2)	2	
	2.3 Know how to develop and apply relationship models (2.3)	3	
	2.4 Know how to integrate BRM in the organization's value streams (2.1.1)	3	
3 Know how to apply the BRM models and techniques	3.1 Know how to apply the following in the context of BRM: a) Stakeholder analysis and mapping (2.4.1) b) Gemba walk (2.4.2) c) The voice of the customer (2.4.3)	3	7

Learning Outcome	Assessment Criteria	Bloom's Level	Marks
4 Understand BRM roles, skills, and organizational solutions	4.1 Understand the key skills required for BRM (3.2)	2	5
	4.2 Describe the responsibilities of the relationship manager and relationship agent roles (3.1)	2	
	4.3 Know how to apply the LACMT model to BRM activities (3.2.1)	3	
	4.4 Know how to position BRM within an organizational structure (3)	3	
5 Understand how information and technology supports and enables BRM	5.1 Identify the key inputs and outputs of the BRM practice (4.1)	2	2
	5.2 Describe the key BRM automation tools and their role in the practice (4.2)	2	
6 Understand the role of partners and suppliers in BRM	6.1 Understand the complexity of service relationships (5.1)	2	2
	6.2 Understand the dependencies of BRM on third parties (5.1, 6.2)		
7 Know how to develop the BRM capability in an organization	7.1 Understand the key concepts of the ITIL maturity model: a) capability assessment (6.1.1) b) the capability levels and criteria (6.1.1)	2	8
	7.2 Know how to apply capability criteria to plan BRM capability development (6.2, 6.3)	3	
	7.3 Identify key metrics and methods for improving BRM capabilities (1.2, 6.4)	2	
	7.4 Apply the key steps of the BRM capability development (6.3)	3	

