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ITIL 4 Specialist: Business Relationship Management

ITIL ITIL-4-BRM

Version Demo

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Topic Break Down

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QUESTION NO: 1

Which statement about the relationship between the capability criteria and the four dimensions of service management is CORRECT?

A. Each capability level contains the same number of criteria for each of the four dimensions

B. Each capability level contains one or more criteria for each of the four dimensions

C. Each capability criterion is linked to only one of the four dimensions

D. Not all capability criteria have been mapped to one of the four dimensions

ANSWER: B

Explanation:

Each capability level contains one or more criteria for each of the four dimensions. In the ITIL 4 Business Relationship Management capability model, the criteria used to assess maturity are intentionally mapped across organizations and people, information and technology, partners and suppliers, and value streams and processes. This ensures that an organization's relationship-management capability is evaluated in a balanced way rather than solely through the lens of processes, technology, organizational structures, or external relationships. The number of criteria associated with a dimension can differ by capability level because the model reflects the specific outcomes and practices expected at that stage of capability development. What matters is that every level addresses all four dimensions, supporting a holistic assessment and improvement approach. This reflects the broader ITIL 4 principle that service management requires consideration of all four dimensions to enable effective value co-creation, manage dependencies, and avoid improvements that optimize one area while creating constraints elsewhere. Further information on ITIL 4 practices and the service-management framework is available from PeopleCert's ITIL certification overview and AXELOS ITIL service management resources.

QUESTION NO: 2

Which activity is NOT likely to be performed by a partner or supplier in support of the business relationship management practice?

A. Being accountable for the business relationships and the BRM practice.

B. Providing tools to assist the business relationship management practice.

C. Performing and analyzing satisfaction surveys of business relationships.

D. Advising the internal IT service provider on experience management techniques.

ANSWER: A

Explanation:

Being accountable for the business relationships and the BRM practice. is the activity not likely to be performed by a partner or supplier. Business relationship management is an organizational practice that establishes and nurtures links between the service provider and its customers at strategic and tactical levels. Its purpose includes building mutual trust, understanding stakeholder needs, managing expectations, and ensuring that services and value outcomes remain aligned with business priorities. Because these responsibilities involve the organization's own customer relationships, strategic commitments, governance, and decisions about how the practice is designed and managed, accountability must remain with the internal service provider and its designated practice owner. Partners and suppliers can make valuable contributions by supplying technology, specialist expertise, research, data collection, or operational assistance. However, such support does not transfer ownership of the organization's business relationships or accountability for the effectiveness of its relationship-management practice. This distinction follows ITIL's emphasis on clear accountability and on managing service relationships to co-create value with customers. See the PeopleCert ITIL 4 Specialist: Business Relationship Management overview and the AXELOS overview of the ITIL service value system.

QUESTION NO: 3

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

A key challenge of the business relationship management practice is a lack of understanding of the operating models of the [?].

A. IT service provider

B. Key stakeholders

C. External regulators

D. Service consumer

ANSWER: D

Explanation:

The correct completion is **Service consumer**. In ITIL 4, the business relationship management practice establishes and nurtures relationships between service providers and service consumers at strategic and tactical levels. To represent consumer needs effectively and co-create value, the practice must understand how the consumer organization operates: its business model, objectives, value streams, priorities, constraints, and changing demand. Without this insight, it is difficult to identify the outcomes that matter to consumers, shape services appropriately, or ensure that service-provider investments and improvement efforts support business priorities. Understanding the operating model of the service consumer therefore enables relationship managers to communicate in business terms, anticipate requirements, coordinate stakeholders, and maintain alignment throughout the service relationship. This focus reflects ITIL's service relationship model, in which value is co-created through collaboration between provider and consumer rather than delivered unilaterally. Further context on ITIL 4's service management concepts and the service relationship model is available from PeopleCert's overview of the ITIL 4 service value system and PeopleCert's ITIL 4 Specialist: Business Relationship Management page.

QUESTION NO: 4

As part of a stakeholder analysis, a senior manager has been identified who has financial control over BRM activities and is keen to see BRM succeed within the organization.

Which communication strategy should be used for this stakeholder?

A. Keep satisfied

B. Monitor

C. Manage closely

D. Keep informed

ANSWER: C

Explanation:

Manage closely is the appropriate strategy because this senior manager has both substantial power and substantial interest in business relationship management (BRM). Financial control gives the stakeholder significant ability to influence BRM priorities, investments, resources, and decisions. Their desire to see BRM succeed also indicates a high level of interest in the outcomes, progress, and value delivered by BRM activities.

In a power-interest stakeholder analysis, stakeholders in this position require active, regular, two-way engagement. BRM should involve them in relevant decisions, communicate progress and risks promptly, seek their feedback, and ensure expectations, value measures, and priorities remain aligned. Managing the relationship closely helps sustain sponsorship and enables timely decisions where funding, governance, or strategic direction are needed. This supports ITIL's emphasis on engaging stakeholders appropriately and maintaining relationships that enable value co-creation. Guidance on stakeholder engagement and relationship management is available from Axelos ITIL 4 guiding principles and the PeopleCert ITIL 4 Specialist: Business Relationship Management overview.

QUESTION NO: 5

An organization has assembled a small team to do a self-assessment of its business relationship management capabilities in advance of a formal assessment. The team has reviewed all the criteria for level 2.

What should this team do NEXT?

A. Proceed to Level 3.

B. Look for evidence of missing capabilities.

C. Identify evidence for every criterion that has been met.

D. Set the target capability level.

ANSWER: C

Explanation:

Identify evidence for every criterion that has been met. is the appropriate next step because a capability self-assessment must be evidence-based. Reviewing the level 2 criteria establishes what needs to be evaluated, but the team must then substantiate its conclusions by locating objective evidence that demonstrates each criterion is achieved in actual practice. Useful evidence can include documented relationship-management activities, agreed plans, stakeholder feedback, records of engagement, measures, reports, decisions, and examples showing that the capability is consistently applied.

Capturing this evidence provides an auditable basis for the team's provisional rating and makes the subsequent formal assessment more efficient and reliable. It also allows assessors to validate that the organization's stated practices are not merely intended or documented, but are demonstrably in use. The evidence should be associated with the relevant level 2 criterion so that any assessment conclusion is traceable and can be discussed constructively with stakeholders. This approach aligns with ITIL's emphasis on value, collaboration, continual improvement, and making decisions using sufficiently reliable information. See the PeopleCert ITIL 4 Specialist: Business Relationship Management overview and the official ITIL website.

QUESTION NO: 6

In the context of a cooperative relationship, which would NOT be a role of business relationship management?

A. Using information to look for new ways to add value for the service consumers

B. Balancing becoming a trusted partner with investing too much in high-value services

C. Achieving strategic alignment and setting common goals and priorities

D. Identifying tailored services that meet service outcome and experience expectations

ANSWER: B

Explanation:

"Balancing becoming a trusted partner with investing too much in high-value services" is the correct answer because this describes a commercial and investment-risk trade-off rather than a defined business relationship management activity for a cooperative relationship. At the cooperative level, business relationship management is concerned with actively working with service consumers to create mutual understanding, align priorities, and identify ways services can support desired outcomes and experiences. The relationship is collaborative and value-focused, but it does not require business relationship management to make a balancing decision between trust-building and the level of investment in premium or high-value services. Trust is developed through sustained engagement, shared objectives, communication, and value co-creation. Decisions about service investment are instead governed through appropriate organizational governance, portfolio, financial, and prioritization practices. This distinction is consistent with ITIL's emphasis on value co-creation and managing relationships to understand stakeholder needs and expectations. See the official ITIL 4 Specialist: Business Relationship Management overview and the ITIL guidance overview.