



Business Relationship Management



Syllabus

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1 Introduction

The Business Relationship Management Institute, Inc. (BRM Institute) has the Mission, “Anchor business relationship management in every organization as a foundational necessity. The Business Relationship Management Interactive Body of Knowledge™ (BRMiBOK™) exists to build, validate, and advance knowledge and leading practices for all aspects of Business Relationship Management capability, discipline, and role.

For the Foundation level of examination, Business Relationship Management Professional® (BRMP®), this syllabus is based on *The BRMP Course Textbook*. Syllabus area references are included within Section 7 of this document. The eBook is included with the vanilla course materials and is used for the BRMP certification.

The primary purpose of this syllabus is to provide a basis for accreditation of people involved with business relationship management. It documents the learning outcomes related to the BRM role, discipline, and capability. It also describes the requirements a candidate is expected to meet to demonstrate that these learning outcomes have been achieved for the qualification level.

The target audience for this document is:

- Exam Panel
- APMG Assessment Team
- Accredited Training Organizations
- Examination Candidates

This syllabus informs the design of the exam and provides Accredited Training Organizations with a more detailed breakdown of what the exam will assess. Details on the exam structure and content are documented in the BRMP Exam Design document.

2 Business Relationship Management Professional (BRMP) Qualification

2.1 Purpose of the BRMP Qualification

The purpose of the BRMP qualification is to measure whether a candidate has sufficient knowledge and understanding of the business relationship management (BRM) capability and role.

The BRMP qualification is a pre-requisite for the following training and certificate courses:

- Certified Business Relationship Manager (CBRM) Training and Certification
- Future BRM related training and certification

2.2 Target Audience for the BRMP Training and Certification

The BRMP certification is geared toward professionals (for example Business Relationship Managers, Business Partners, Project Managers, team leaders, and so on...) who operate within a role of connecting relationships to results within an organization. Regardless of the job title, the role of the connector in an organization is key to positive results.

2.3 High Level Performance Definition of a Successful BRMP Candidate

The candidate should understand the key principles, techniques, tools and processes central to the BRM capability and role. Upon completion of the BRMP course, candidates will be able to demonstrate their understanding of:

- What business relationship management is and the value it provides to an organization.
- The need for an organization to move beyond traditional goals of profit and products to encompass ones appropriate for a relationship-centered organization.
- The importance of integrating business relationship management into every element of their organization.
- The importance of educating their organization that a mature BRM capability will evolve culture, build partnerships, drive value, and satisfy purpose.
- How to apply business relationship management to their organization's triple bottom line of people, purpose, and planet.
- The basic knowledge, skills, and mindsets of the business relationship management role.
- The core business relationship management approaches, tools, and templates used to achieve results.
- The value and impact the BRM capability has on an organization by completing a draft of the BRM Capability Workbook.

3 Learning Outcomes Assessment Model

A classification widely used when designing assessments for certification and education is the Bloom's Taxonomy of Educational Objectives. This classifies learning objectives into six ascending learning levels, each defining a higher degree of competencies and skills. (Bloom et al, 1956, Taxonomy of Educational Objectives).

APMG have incorporated this into a Learning Outcomes Assessment Model that is used to provide a simple and systematic means for assessing and classifying the learning outcomes for APMG qualifications.

This structured approach helps to ensure:

- A clear delineation in learning level content between different qualification levels
- Learning outcomes are documented consistently across different areas of the guidance
- Exam questions and papers are consistent and are created to a similar level of difficulty.

The Foundation qualification examines learning outcomes at levels 1 (knowledge) and 2 (comprehension). The Practitioner qualification tests learning outcomes at levels 2 (comprehension), 3 (application) and 4 (analysis).

Business Relationship Management Assessment Model				
	1. Knowledge	2. Comprehension	3. Application	4. Analysis
Generic Definition from APMG Outcomes Assessment Model	Know key facts, terms and concepts from the manual/guidance	<i>Understand key concepts from the manual/guidance</i>	Be able to apply key concepts relating to the syllabus area for a given scenario	Be able to analyse and distinguish between appropriate and inappropriate use of the method/guidance for a given scenario situation
Generic APMG Headers <i>For introducing the learning outcome measures (topics) in the Syllabus</i>	Recall terms and key facts about concepts, principles and procedures from the reference material	Understand key facts, concepts, principles and procedures from the reference material	Apply key facts, concepts, principles and procedures to a given scenario	Differentiate between appropriate and inappropriate use of the guidance for a given scenario

4 Syllabus Areas



The syllabus is presented by syllabus areas. This is the unit of learning which may relate to a chapter from the manual/guidance or several concepts commonly grouped together in a training course module.

The following syllabus areas are identified:

Syllabus Area Code	Syllabus Area Title
01	Introduction
02	BRM Capability
03	Evolve Culture
04	Build Partnerships
05	Drive Value
06	Satisfy Purpose
07	BRM Role
08	BRM Team

5 Syllabus Presentation

For each syllabus area, learning outcomes for each learning level are identified. Each learning outcome is then supported by a description of the requirements that a candidate is expected to meet to demonstrate that the learning outcome has been achieved at the qualification level indicated. These are shown as syllabus topics. All BRMP requirements must be met before a candidate can move to the CBRM training and certification program. Foundation level knowledge and understanding may not be repeated in more advanced courses but can be used when demonstrating application and analysis learning outcomes. Each of the syllabus areas is presented in a similar format as follows:

Level	Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)
Syllabus Area Code: IN [2]	Syllabus Area: Business Relationship Management Syllabus Area (XX) [1]		
Recall terms and facts relating to Business Relationship Management. Specifically to recall the: [3]			
01 01 [4] [5]	Elements of a Relationship-Centered Organization [6]	 [7]	THE RELATIONSHIP-CENTERED ORGANIZATION SYSTEM Relationships are Everywhere [8]
Understand key concepts relating to Business Relationship Management. Specifically to identify: [3]			
02 01 [4] [5]	Organizational Purpose		WHY BRM – WHY NOW? Organizations Need Purpose

Key to the Syllabus Area table

[1] Syllabus Area	Unit of learning
[2] Syllabus Area Code	A unique 2-character code identifying the syllabus area.
[3] Learning Outcome (topic header shown in bold)	A statement of what a candidate will be expected to know, understand or do.
[4] Level	Classification of the learning outcome against the APMG OTE Learning Outcomes Assessment Model.
[5] Topic Reference	Number of the topic within the learning level.
[6] Topic Description	Description of what is required of the candidate to demonstrate that a learning outcome has been achieved at the qualification level indicated.
[7] Foundation/Practitioner	Shows at which qualification level the topic is assessed.
[8] Primary Reference	The main reference supporting the topic.

6 Important Points

The following points about the use of the syllabus should be noted.

6.1 BRMP Course Textbook References

References to the BRMP Course Textbook are prefaced with BRMP (i.e. BRMP 1.2).

The references provided should be considered to be indicative rather than comprehensive, i.e. there may be other valid references within the guidance.

Where a specific section is referenced, this refers to that section and the subsections included.

6.2 Syllabus Exclusions

None

7 Syllabus Topics

Level		Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)
Syllabus Area Code: 01		Syllabus Area: Introduction		
Recall terms and facts relating to Business Relationship Management.				
Specifically to recall the:				
01	01	Definition of a Relationship-Centered Organization	✓	1.2.1. THE RELATIONSHIP-CENTERED ORGANIZATION SYSTEM Relationships are Everywhere
01	02	Elements of the Triple Bottom Line	✓	1.2.5. THE RELATIONSHIP-CENTERED ORGANIZATION SYSTEM Triple Bottom Line
01	03	Elements of a BRM Capability	✓	1.4.1 BUSINESS RELATIONSHIP MANAGEMENT DEFINED Business Relationship Management Capability
01	04	Four BRM Capabilities	✓	1.4.1. BUSINESS RELATIONSHIP MANAGEMENT DEFINED Business Relationship Management Capability
01	05	Elements of a BRM Discipline	✓	1.4.2. BUSINESS RELATIONSHIP MANAGEMENT DEFINED Business Relationship Management Discipline
Understand key concepts relating to Business Relationship Management.				
Specifically to identify:				
02	01	Organizational Purpose	✓	1.1.1. WHY BRM – WHY NOW? Organizations Need Purpose
02	02	Difference between Alignment and Convergence	✓	1.1.5. WHY BRM – WHY NOW? Organizations are Moving from Alignment to Convergence
02	03	Trends that are supported by cultivating great work relationships	✓	1.1.6. WHY BRM – WHY NOW? Business Relationship Management Addresses Global Trends
02	04	How a Relationship-Centered Organization is different from a Traditional Organization	✓	1.2.1. THE RELATIONSHIP-CENTERED ORGANIZATION SYSTEM Relationships are Everywhere
02	05	The Theory of Relationshipism	✓	1.2.3. THE RELATIONSHIP-CENTERED ORGANIZATION SYSTEM Theory of Relationshipism
02	06	The BRM Philosophy	✓	1.2.4. THE RELATIONSHIP-CENTERED ORGANIZATION SYSTEM BRM Philosophy

Level	Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)
Syllabus Area Code: 02	Syllabus Area: BRM Capability		
Know facts, terms and concepts relating to BRM Capability. Specifically to recall the:			
01	01	Definition of a BRM Capability	✓ 2. BUSINESS RELATIONSHIP MANAGEMENT DEFINED Business Relationship Management Capability
01	02	Elements of the Strategic Relationship Plan	✓ 2.4. LIMITLESS GROWTH AND IMPROVEMENT Strategic Relationship Plan
01	03	Five organizational factors of the Relationship-Centered Organization	✓ 2.2.1. ORGANIZATIONAL PURPOSE AND STRATEGY Organizational Factors
Understand facts, terms, concepts and techniques relating to BRM Capability. Specifically to identify:			
02	01	How organizational factors and core values drive an organization's purpose and strategy	✓ 2.2. ORGANIZATIONAL PURPOSE AND STRATEGY
02	02	The five factors of the Relationship-Centered Organization	✓ 2.2.1. ORGANIZATIONAL PURPOSE AND STRATEGY Organizational Factors
02	03	Core Values	✓ 2.2.2. ORGANIZATIONAL PURPOSE AND STRATEGY Core Values
02	04	The Now-to-New Approach	✓ 2.3. NOW-TO-NEW APPROACH
02	05	Continuous Improvement	✓ 2.4. LIMITLESS GROWTH AND IMPROVEMENT
02	06	How the BRM Capability interacts with Executive Management and Board of Directors	✓ 2.4.a. LIMITLESS GROWTH AND IMPROVEMENT BRM Capability and its Role in Executive Management and Board of Directors
02	07	The Strategic Relationship Plan	✓ 2.6. STRATEGIC RELATIONSHIP PLAN

BRMP® Certification Course Syllabus

Level	Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)	
Syllabus Area Code: 03	Syllabus Area: BRM Capability: Evolve Culture			
Know facts, terms and concepts relating to BRM Capability: Evolve Culture.				
Specifically to recall the:				
01	01	Elements of the Evolve Culture Capability Framework	✔	3.1. A FRAMEWORK TO EVOLVE CULTURE
01	02	Tools and Techniques for Purposeful Narrative	✔	3.2. PURPOSEFUL NARRATIVE
Understand facts, terms, concepts and techniques relating to BRM Capability: Evolve Culture.				
Specifically to identify:				
02	01	The purpose of the Purposeful Narrative	✔	3.2. PURPOSEFUL NARRATIVE
02	02	Key elements of storytelling	✔	3.2.1. PURPOSEFUL NARRATIVE Storytelling
02	03	Why language matters	✔	3.2.2. PURPOSEFUL NARRATIVE Language Matters
02	04	Desired Behaviors including: <ul style="list-style-type: none"> • The five characteristics of a behavior • The Dead Man's Test • Sources of New Behavior 	✔	3.3. DESIRED BEHAVIORS
02	05	Shared Ownership	✔	3.3.1. DESIRED BEHAVIORS Shared Ownership
02	06	Effective methods for framing change in Influential Relationships	✔	3.4. INFLUENTIAL RELATIONSHIPS
02	07	Purpose and elements of the Relationship Network Directory	✔	3.4.1. INFLUENTIAL RELATIONSHIPS Relationship Network Directory
02	08	How organizational and personal change are intertwined and inseparable	✔	3.5. PERSONAL GROWTH
02	09	The differences between a growth and fixed mindset	✔	3.5.1. PERSONAL GROWTH Growth Mindset

BRMP® Certification Course Syllabus

Level	Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)
Syllabus Area Code: 04	Syllabus Area: BRM Capability: Build Partnerships		
Know facts, terms and concepts relating to BRM Capability: Build Partnerships.			
Specifically to recall the:			
01	01	Definition of the Build Partnerships Capability	✓ 4. BUILD PARTNERSHIPS CAPABILITY
01	02	Elements of the Build Partnership Capability Framework	✓ 4.1. A FRAMEWORK TO BUILD PARTNERSHIPS
Understand facts, terms, concepts and techniques relating to BRM Capability: Build Partnerships.			
Specifically to identify:			
02	01	Elements of the Build Partnership Capability Framework	✓ 4.1. A FRAMEWORK TO BUILD PARTNERSHIPS
02	02	The Partnering Mindsets	✓ 4.2. PARTNERING MINDSETS
02	03	The order of activities in Relationship Discovery	✓ 4.3. RELATIONSHIP DISCOVERY
02	04	The purpose and use of the Relationship Strategy on a Page technique	✓ 4.3.1. RELATIONSHIP DISCOVERY Relationship Strategy on a Page (RSOAP)
02	05	The process and plan for Relationship Nurturing	✓ 4.4. RELATIONSHIP NURTURING
02	06	The purpose and use of the Business Relationship Maturity Model	✓ 4.5.1. RELATIONSHIP MATURITY AND QUALITY Relationship Maturity Model
02	07	The characteristics of each level of maturity in the Business Relationship Maturity Model	✓ 4.5.1. RELATIONSHIP MATURITY AND QUALITY Relationship Maturity Model

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Level	Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)
Syllabus Area Code: 05		Syllabus Area: BRM Capability: Drive Value	
Know facts, terms and concepts relating to BRM Capability: Drive Value.			
Specifically to recall the:			
01	01	Definition of drive value	✓ 5. DRIVE VALUE CAPABILITY
01	02	Elements of the Drive Value Capability Framework	✓ 5.1. A FRAMEWORK TO DRIVE VALUE
01	03	How to drive measurable improvement	✓ 5.5. COMMUNICATING VALUE
01	04	Establishing value attributes	✓ 5.6. VALUE DISCOVERY
01	05	Elements of the Idea Document	✓ 5.6.1.VALUE DISCOVERY Idea Document
01	06	Elements of the Value Plan	✓ 5.6.2. VALUE DISCOVERY Value Plan
01	07	Role of the BRM in Value Realization	✓ 5.7. VALUE REALIZATION
01	08	Role of the BRM during Value Results	✓ 5.8. VALUE RESULTS
01	09	Role of the BRM in Value Optimization	✓ 5.9. VALUE OPTIMIZATION
Understand facts, terms, concepts and techniques relating to BRM Capability: Drive Value.			
Specifically to identify:			
02	01	Elements of the Drive Value Capability Framework	✓ 5.1. A FRAMEWORK TO DRIVE VALUE
02	02	The difference between tangible and intangible value	✓ 5.2. DEFINITION OF VALUE
02	03	The impact of relationships in driving value	✓ 5.3. THE IMPACT OF RELATIONSHIPS IN DRIVING VALUE
02	04	The different sources of value	✓ 5.3.a. THE IMPACT OF RELATIONSHIPS IN DRIVING VALUE Sources of Value
02	05	Roles and Responsibilities for Enabling Value	✓ 5.4. ROLES AND RESPONSIBILITIES FOR ENABLING VALUE
02	06	Identify reasons for communicating value	✓ 5.5. COMMUNICATING VALUE
02	07	Elements of Value Discovery	✓ 5.6. VALUE DISCOVERY
02	08	The purpose and use of the Idea Document	✓ 5.6.1. VALUE DISCOVERY Idea Document
02	09	The purpose and use of the Value Plan	✓ 5.6.2. VALUE DISCOVERY Value Plan
02	10	The role of the BRM in Value Realization	✓ 5.7. VALUE REALIZATION
02	11	Perspectives for value results metrics	✓ 5.8. VALUE RESULTS

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Level		Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)
02	12	The purpose of value optimization	✔	5.9. VALUE OPTIMIZATION
02	13	The purpose, elements, and use of a Value Optimization Report	✔	5.9.1. VALUE OPTIMIZATION Value Optimization Report
Syllabus Area Code: 06		Syllabus Area: BRM Capability: Satisfy Purpose		
Know facts, terms and concepts relating to BRM Capability: Satisfy Purpose.				
Specifically to recall the:				
01	01	Purpose of an organization	✔	6. SATISFY PURPOSE CAPABILITY
01	02	Sources of value that feed into the Triple Bottom Line	✔	6.1. A FRAMEWORK TO SATISFY PURPOSE
01	03	Value of every interaction	✔	6.3. SATISFYING PURPOSE THROUGH BUSINESS RELATIONSHIP MANAGEMENT
01	04	Evolve culture actions linked to satisfying purpose	✔	6.3. SATISFYING PURPOSE THROUGH BUSINESS RELATIONSHIP MANAGEMENT
01	05	How the People bottom line helps satisfy purpose.	✔	6.4. SATISFYING PURPOSE THROUGH THE TRIPLE BOTTOM LINE
01	06	Results of relationships with products	✔	6.4. SATISFYING PURPOSE THROUGH THE TRIPLE BOTTOM LINE
01	07	Types of social value realized through the Satisfy Purpose Capability Framework	✔	6.5. SOCIAL VALUE
Understand facts, terms, concepts and techniques relating to BRM Capability: Satisfy Purpose.				
Specifically to identify:				
02	01	The Reason for Being and Purpose	✔	6. SATISFY PURPOSE CAPABILITY
02	02	How to satisfy purpose through the Business Relationship Management	✔	6.3. SATISFYING PURPOSE THROUGH BUSINESS RELATIONSHIP MANAGEMENT
02	03	How to satisfy purpose through the Triple Bottom Line	✔	6.4. SATISFYING PURPOSE THROUGH THE TRIPLE BOTTOM LINE
02	04	Social value realized through the Satisfy Purpose Capability Framework	✔	6.5. SOCIAL VALUE

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Level	Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)
Syllabus Area Code: 07	Syllabus Area: BRM Role		
Know facts, terms and concepts relating to a BRM Team. Specifically to recall the:			
01	01	Definition of a business relationship manager	✓ 7. BUSINESS RELATIONSHIP MANAGER ROLE
01	02	Implications of unclear roles	✓ 7.2. BUSINESS RELATIONSHIP MANAGER ROLE CLARITY
01	03	Definition of Single Point of Focus	✓ 7.3. SINGLE POINT OF FOCUS
01	04	Characteristics of a business relationship manager	✓ 7.6. BUSINESS RELATIONSHIP MANAGER CHARACTERISTICS
01	05	Business relationship manager's impact on the Triple Bottom Line	✓ 7.7. BUSINESS RELATIONSHIP MANAGER'S IMPACT ON THE TRIPLE BOTTOM LINE
01	06	Definitions of activity domains	✓ 7.8. ACTIVITY DOMAINS
01	07	Purpose and steps for transition management	✓ 7.9. TRANSITION MANAGEMENT
01	08	Elements of the Business Relationship Manager Role Competency Model	✓ 7.11. BRM ROLE COMPETENCY MODEL
Understand facts, terms, concepts and techniques relating to the BRM Role. Specifically to identify:			
02	01	The elements needed to the balance the BRM role	✓ 7. BUSINESS RELATIONSHIP MANAGER ROLE
02	02	How to avoid undesirable roles	✓ 7.1. AVOID UNDESIRABLE ROLES THROUGH PURSUIT OF STRATEGIC ROLES
02	03	Requirements for role clarity	✓ 7.2. BUSINESS RELATIONSHIP MANAGER ROLE CLARITY
02	04	The Single Point of Focus	✓ 7.3. SINGLE POINT OF FOCUS
02	05	The purpose and elements of the BRM Code of Ethics	✓ 7.4. CODE OF ETHICS
02	06	The BRM Mindset	✓ 7.5. THE BUSINESS RELATIONSHIP MANAGEMENT MINDSET
02	07	Characteristics of a business relationship manager	✓ 7.6. BUSINESS RELATIONSHIP MANAGER CHARACTERISTICS
02	08	The business relationship manager's impact on the Triple Bottom Line	✓ 7.7. BUSINESS RELATIONSHIP MANAGER'S IMPACT ON THE TRIPLE BOTTOM LINE
02	09	Activity Domains	✓ 7.8. ACTIVITY DOMAINS

BRMP® Certification Course Syllabus

Level		Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)
02	10	Practical Application of BRM Role with Organizational Factors	✔	7.10. PRACTICAL APPLICATION OF BUSINESS RELATIONSHIP MANAGER ROLE WITH ORGANIZATIONAL FACTORS
02	11	The purpose, use and characteristics of the BRM Role Competency Model	✔	7.11. BRM ROLE COMPETENCY MODEL
Syllabus Area Code: 08		Syllabus Area: BRM Team		
Know facts, terms and concepts relating to a BRM Team. Specifically to recall the:				
01	01	Definition of a BRM Team	✔	8. BUSINESS RELATIONSHIP MANAGEMENT TEAM
01	02	Ways to determine the value of a BRM Team	✔	8.2. THE VALUE OF A BUSINESS RELATIONSHIP MANAGEMENT TEAM
01	03	Common ways to organize a BRM Team	✔	8.3. ORGANIZING YOUR BUSINESS RELATIONSHIP MANAGEMENT TEAM
01	04	Questions BRM Team Leaders should ask	✔	8.3.1. ORGANIZING YOUR BUSINESS RELATIONSHIP MANAGEMENT TEAM Questions Business Relationship Management Team Leaders Should Ask
01	05	Common problems business relationship managers face	✔	8.3.2. ORGANIZING YOUR BUSINESS RELATIONSHIP MANAGEMENT TEAM Problems You May Be Trying to Solve
01	06	Definition of BRM Community of Practice	✔	8.3.3. ORGANIZING YOUR BUSINESS RELATIONSHIP MANAGEMENT TEAM Business Relationship Management Community of Practice
01	07	Top Areas for Coaching BRMs	✔	8.3.4. ORGANIZING YOUR BUSINESS RELATIONSHIP MANAGEMENT TEAM Coaching Business Relationship Managers
Understand facts, terms, concepts and techniques relating to a BRM Team. Specifically to identify:				
02	01	The value of a BRM Team purpose, mission, and vision	✔	8.1. BUSINESS RELATIONSHIP MANAGEMENT TEAM PURPOSE, MISSION, AND VISION
02	02	Value of a BRM Team	✔	8.2. THE VALUE OF A BUSINESS RELATIONSHIP MANAGEMENT TEAM
02	03	The different reasons and factors for organizing the BRM team	✔	8.3. ORGANIZING YOUR BUSINESS RELATIONSHIP MANAGEMENT TEAM
02	04	Common problems business relationship managers face	✔	8.3.2. ORGANIZING YOUR BUSINESS RELATIONSHIP MANAGEMENT TEAM Problems You May Be Trying to Solve

BRMP® Certification Course Syllabus

Level		Topic	Foundation (BRMP)	Primary eBook Reference (BRMP Course Textbook)
02	05	Definition of BRM Community of Practice	✔	8.3.3. ORGANIZING YOUR BUSINESS RELATIONSHIP MANAGEMENT TEAM Business Relationship Management Community of Practice
02	06	How to empower business relationship managers	✔	8.3.4. ORGANIZING YOUR BUSINESS RELATIONSHIP MANAGEMENT TEAM Coaching Business Relationship Managers