



BUSINESS RELATIONSHIP MANAGEMENT PROFESSIONAL

The Business Relationship Management Professional Examination

Multiple Choice

50 minutes

Instructions

1. All 50 questions should be attempted.
2. All answers are to be marked on the answer grid provided.
3. Please use a pencil and NOT ink to mark your answers in the Answer sheet provided.
4. There is only one correct answer per question.
5. You have 50 minutes for this paper.
6. You must get 30 or more correct to pass.

Seat Number:

- 1 What does the Triple Bottom Line consist of?
1. People
 2. Planet
 3. Profit
 4. Purpose
- a) 1,2,3
b) 1,2,4
c) 1,3,4
d) 2,3,4
- 2 Which of the following frameworks is primarily used to develop, nurture, and advance relationships of the highest quality?
- a) Evolve Culture
 - b) Build Partnerships
 - c) Satisfy Purpose
 - d) Drive Value
- 3 Which of the following statements about activity domains are true?
1. It is unlikely that BRMs who start out in the execution domain will be able to move to the strategic domain.
 2. It is assumed that BRMs in the strategic domain will also be proficient in the execution domain.
- a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true

- 4 Which organizational factor recognizes the distinctive needs of people, and creates value while helping people satisfy their own needs?
- a) Infinite
 - b) Human
 - c) Technology
 - d) Brand
- 5 Which of the following statements around the creation of value plans are true?
- 1. Value can be described as the net difference a proposed change creates in the performance which results in financial, operational, or strategic benefit, captured by the triple bottom line.
 - 2. Net value will be determined by value drivers that can be monitored and adjusted to improve overall value achieved from an idea.
- a) Only 1 is true
 - b) Only 2 is true
 - c) Both 1 and 2 are true
 - d) Neither 1 or 2 is true
- 6 Identify the missing word in the following sentence:
- In the Now-to-New Approach, the greatest value opportunity is associated with the need for [?] to change, and in this, mechanical approaches tend to fail.
- a) Technology
 - b) People
 - c) Processes
 - d) Leadership

- 7** Which of the following statements is true about the role of a business relationship manager?
1. They should own the partner relationship.
 2. They should be seen as the single point of contact.
- a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true
- 8** Which mindset is helpful when the BRM is not able to identify with the Partner's problem?
- a) Explorer Mindset
 - b) Cultivator Mindset
 - c) Connector Mindset
 - d) Investor Mindset
- 9** Why is a shift from organizational alignment to organizational convergence becoming a necessity?
- a) Organizations are moving away from formal titles, such as CEO
 - b) Convergence allows for more emphasis on reaction to demand
 - c) Convergence facilitates centralization
 - d) Individual strategic goals are insufficient to address challenges of mutual interest

10 Which of the following would be defined as intangible value?

- a) Pride
- b) Revenue
- c) Profit
- d) Expense

11 Which of the following is **NOT** one of the five organizational factors?

- a) Human Factor
- b) Brand Factor
- c) Infinite Factor
- d) Culture Factor

12 Which is a characteristic of a relationship-centered organization?

- a) A focus on large cross-functional teams to deliver projects
- b) A culture of shared ownership and a team approach to accomplishment
- c) Rigorous processes to define and measure value of ideas
- d) Matrix organizational structure with cross-functional reporting relationships

13 Identify the missing word in the following sentence:

Business relationship managers, along with their leaders, team, and partners utilize [?] to help empower them through support and tailored guidance.

- a) training
- b) managing
- c) coaching
- d) directing

14 Which of the following statements about the Relationship Maturity Model is **NOT** true?

- a) It is a 5-level metric
- b) It can be used to track progress toward a true partnership
- c) It initiates and sustains meaningful discussions between function and partner
- d) It is used to identify knowledge, skills and behaviors generally needed for successful performance in a given role

15 What is the primary role of the BRM during Value Results in the Drive Value Capability Framework?

- a) The BRM ensures that value is being optimized and communicated
- b) The BRM brings the right people into the project at the right time to get the work accomplished
- c) The BRM explores value and related ideas for the partners
- d) The BRM shows the partner the value that came from the initiative

- 16 Which of the following does the definition of the People bottom line indicate should be worked with to determine the impact of organizational efforts on internal and external people?
- a) Business Relationship Managers
 - b) Partners
 - c) Vendors
 - d) The Organization
- 17 What document identifies how value will be created and monitored if an idea/opportunity is pursued?
- a) Idea Document
 - b) Relationship Strategy on a Page
 - c) Impact Report
 - d) Value Plan
- 18 Which of the following is **NOT** one of the BRM Capability elements?
- a) Create Purpose
 - b) Build Partnerships
 - c) Drive Value
 - d) Evolve Culture

- 19 Which of the following statements about growth and fixed mindsets is correct?
1. Fixed mindset individuals are accurate in assessing their abilities.
 2. There are strong tendencies of behavior and performance associated with fixed and growth mindsets.
- a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true
- 20 At level three in the Relationship Maturity Model, relationships will have this characteristic:
- a) A focus on strategically aligned value-focused outcomes
 - b) Early and frequent engagement, and emerging trust in value expectations and delivery capabilities
 - c) A focus on manageable metrics and shared value, leading to a shift from operate to innovate
 - d) A compliant relationship where the BRM is engaged once the strategy and value planning has been completed
- 21 Which of the following is **NOT** representative of an effective business relationship manager?
- a) Exists to help others achieve their goals and ambitions to build relationships that will bring mutual growth
 - b) Gains experience with daily operations and uses that knowledge to drive strategic decisions to be able to build a cohesive picture
 - c) Has the responsibility to solve problems, then plan, implement, and drive the execution in the various areas
 - d) Adopts a partnering mindset to help achieve strategic results, puts partners in touch with others who have the knowledge and expertise to solve problems

- 22** Which of the following statements about the Theory of Relationshipism are true?
1. An organization's culture is the largest source of energy that fuels value.
 2. An organization's culture reflects the relationships of only its current workforce.
- a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true
- 23** To keep up with constant change, what does the BRM capability need to do?
- a) Develop a process of continuous improvement
 - b) Invest in additional training
 - c) Recruit new BRMs
 - d) Expand the size of the BRM team
- 24** Which of the following statements about Value Discovery for business relationship management are correct?
1. Value = Benefit - Cost
 2. Value discovery is all about the exploration of benefits for your partners.
 3. Value discovery is finding out what will enhance the organization and enable it to achieve its goals more easily.
 4. Value discovery helps the business relationship manager establish a roadmap for increasing value for their partner(s) and forging closer relationships.
- a) 1, 2, 3
b) 1, 2, 4
c) 1, 3, 4
d) 2, 3, 4

- 25** The business relationship manager reflects daily on how every activity across the organization ultimately contributes to what in the organization?
- a) Reduction of Risk
 - b) Triple Bottom Line
 - c) Overall Business Success
 - d) Development of Key Relationships
- 26** Which activity is primarily performed during Value Realization in the Drive Value framework?
- a) The BRM ensures that value is being optimized and communicated
 - b) The BRM ensures value is not lost due to scope changes
 - c) The BRM explores value and related ideas for the partners
 - d) The BRM shows the partner the value that came from the initiative
- 27** Which of the following are included in a Strategic Relationship Plan?
- 1. Capability Roadmapping
 - 2. Ideation Approach
 - 3. Relationship Maturity Model
 - 4. Demand Maturity
- a) 1, 2, 3
 - b) 1, 2, 4
 - c) 1, 3, 4
 - d) 2, 3, 4

- 28** Which of the following explains why a community of practice is more appropriate than a center of excellence for business relationship management?
1. The business relationship management capability is very fluid and likely evolving at a speed that exceeds other practices in an organization.
 2. A business relationship management community of practice sets the tone for collaboration, continuous and evolving learning and improvement across the business relationship management discipline.
- a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true
- 29** Which of the following statements regarding how organizational factors and core values drive an organization's purpose and strategy are true?
1. An organization will never achieve their full potential until their purpose is identified and is fully woven into the organization's operational fabric.
 2. An organizations core values tend to stay the same throughout the lifetime of the organization.
- a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true
- 30** Which statement about Shared Ownership and Accountability is correct?
- a) A culture of shared ownership promotes a team approach to business accomplishments
 - b) Accountability and shared ownership are the same thing, it doesn't matter which term you use
 - c) Shared ownership means that the business partner is responsible for results
 - d) Accountability is something that just happens, shared ownership can be assigned

- 31 Which of the following is **NOT** included in an idea document?
- a) Process Changes
 - b) Idea Originator
 - c) Major Constraints
 - d) Identified Resources
- 32 A strategic business relationship manager needs to do which of the following to drive meaningful accomplishments?
- a) Have a strong understanding of all solutions to advise partners on how to maximize the bottom line
 - b) Help define the partners perspective and manage from top to bottom and across all units and functions
 - c) Define and establish silos by helping establish the common goals and interdependencies that keep competing perspectives from existing
 - d) Clearly differentiate low value from high value needs and opportunities
- 33 Which of the following statements about the alignment of an employee's purpose and the organization's purpose are true?
1. It is critical to establishing a relationship-centered organization.
 2. When misaligned, the employee will need to shift to an organization that is more aligned to their purpose.
- a) Only 1 is true
 - b) Only 2 is true
 - c) Both 1 and 2 are true
 - d) Neither 1 or 2 is true

- 34 Which of the following is **NOT** a common example of problems business relationship managers face that limit their effectiveness?
- a) The business relationship management team was measuring success based on customer satisfaction and as a result, no real value was shown
 - b) Business relationship managers were being pulled operationally and tactically vs strategically
 - c) Business relationship managers report equally to business partners and functional partners causing confusion
 - d) Business relationship managers were not articulating the value coming out of the relationships
- 35 Which statement characterizes the partnership building process?
- a) By nature, most relationships start off as partnerships
 - b) Relationships must be strategically and mutually nurtured into true partnerships
 - c) A business relationship manager single-handedly molds the relationship into an effective partnership
 - d) There is no formal guidance on how to elevate a relationship to the partnership level
- 36 Identify the missing words in the following sentence:
- To evolve culture is to deliberately nurture and advance relationships so a [?] exists where collaborative relationships organically form according to a common purpose.
- a) transparent environment
 - b) cultural climate
 - c) mutual respect
 - d) strong bond

37 Which sequence correctly represents the Drive Value capability?

1. Value Discovery
2. Value Results
3. Value Realization
4. Value Optimization

- a) 1, 2, 3, 4
- b) 1, 3, 2, 4
- c) 3, 1, 2, 4
- d) 4, 1, 3, 2

38 Which framework contains the tools that will help communicate and accurately measure relationship value?

- a) Build Partnership Framework
- b) Drive Value Framework
- c) Satisfy Purpose Capability Framework
- d) Relationship Maturity Framework

39 Which of the following evolving culture actions are linked to satisfying purpose?

1. Starting with a conversation around purpose and linking the meeting results to purpose.
2. Ensuring the employee experience is directly linked to satisfying organizational purpose.

- a) Only 1 is true
- b) Only 2 is true
- c) Both 1 and 2 are true
- d) Neither 1 or 2 is true

- 40** Which of the following statements would identify a business relationship manager as a PRACTITIONER according to the Business Relationship Manager Role Competency Model?
1. Ability to collaborate with business partners and provider domains on complex problems.
 2. Good organizational and industry acumen; actively participates in initiatives.

- a) Only 1 is true
- b) Only 2 is true
- c) Both 1 and 2 are true
- d) Neither 1 or 2 is true

- 41** Who approves moving an idea document forward to the next ideation step?

1. Primary Sponsor
2. Portfolio Manager
3. Business Relationship Manager
4. Requestor

- a) 1, 2, 3
- b) 1, 2, 4
- c) 1, 3, 4
- d) 2, 3, 4

- 42** Identify the missing word(s) in the following sentence:

The strategic relationship plan helps to communicate [?] objectives and a record of an organizational area's accomplishments to the rest of the organization.

- a) Team
- b) Corporate
- c) Non-Confidential
- d) Current

43 Which competency level in the Business Relationship Manager Role Competency Modell is defined as:

"An individual who has minor exposure to and experience in the BRM role comprehends how to implement the concepts. Seen as an apprentice, basic, and/or foundational learner".

- a) Explorer
- b) Novice
- c) Entry
- d) Beginner

44 Within the Framework to Drive Value, what is the role of the BRM in value realization?

- a) The BRM plays a vital role in showing the organization and function the value that came from the initiative
- b) The BRM works with partners to ensure that value was delivered
- c) The BRM periodically evaluates the solution to determine if it is still producing value or if adjustments need to be made
- d) The BRM explores organizational value for partners

45 How do business relationship managers build credibility and strengthen relationships?

- a) By earning and establishing trust
- b) By requiring all business units to follow the BRM core values
- c) By delivering projects on time and on budget
- d) By developing a guide for behavior across all areas of the business

- 46** Which of these is evidence of evolving an organization's culture through its purpose?
1. Positive employee experience
 2. Intentional conversations
 3. Strategic mission and vision
 4. Impactful relationships
- a) 1, 2, 3
b) 1, 2, 4
c) 1, 3, 4
d) 2, 3, 4
- 47** A business relationship manager is a single point of:
- a) focus
 - b) contact
 - c) escalation
 - d) knowledge
- 48** Which statement forms part of the definition of a business relationship management capability?
- a) Everything it takes, visible and invisible, to nurture relationships in an organization
 - b) The belief that positive relationships drive value
 - c) Explains the incredible potential power embedded within organizational cultures
 - d) A set of useful skills and methods that can be learned and adopted by people

49 Which of the following answers an organization's purpose?

- a) What
- b) How
- c) Why
- d) Who

50 What is characteristic of a purposeful narrative?

- a) It is primarily a push process
- b) It reaches out into the network of relationships and stimulates a pull action
- c) It works with the recognized corporate communication channels
- d) The tone of the purposeful narrative should be set at the lower levels of the organisation