

Certification Program:

# Project Business Professional



## A Personal Note

Welcome to the PBP certification program for practitioners in Project Business Management. If you manage projects for vendors or service providers, this is the certification you should hold.



One can observe a significant and measurable trend today: Internal projects are replaced with Project Business, involving two or more organizations as customers and contractors. In specific industries, such as infrastructure and complex engineering, mega projects can have complex multi-tier networks of vendors involving hundreds of companies that act as customers, prime contractors, subcontractors, and so on.

For project customers, project business is a way to tap into vendors' assets and turn them into project resources. For contractors, project business provides the income they need to survive and grow. The PBP certification focuses on this second group.

Research has shown that there is a growing demand for project managers in the future. The main driver is Project Business, where project managers are needed who are educated to run projects as profit centers.

To be successful in this field, professionals need more than project management knowledge. They must have commercial expertise and a sound basis of legal understanding. The process of becoming PBP certified conveys this knowledge, and success in the final test verifies your mastership.

Your next assignment for a project knocking at the door may come with the challenge of running a customer project as a profit center. In addition, part of your job may be to manage a network of subcontractors. Here is where you get prepared for these tasks and signal your proficiency to win the assignment.

Kind regards,



Oliver F. Lehmann



# Certification for Practitioners in Project Business Management

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## Executive Summary

Project Business is a job market that needs true professionals to make cross-corporate projects successful.

The certification as Project Business Professional validates this professionalism.

There is an opportunity for professionals in project management to outrun the competition:

Today, many projects are no more done internally and cross-functional but by contractors under contract for paying customers. Managing these cross-corporate projects requires specific skills and knowledge to avoid costly failures and ensure the delivery of great successes.

Indeed, it is essential for organizations involved to have educated professionals. The alternative to education is trial and error. However, for both sides, clients and vendors, trial is expensive and error even more.

To get a head start in this business, professionals can now get certified and qualified as



### Project Business Professionals (PBPs)

The PBP program consists of a 2-day class with an exam at the end. It takes the candidate on a professional learning journey with a final attainment that signals subject matter expertise and proficiency as a practitioner to a market in dire need.



Project Business Foundation

<sup>1</sup> Trademark registration pending.

## Glossary

<b>ACE</b>	Approved Consultant and Educator (certification)
<b>Agile Methods</b>	Methods for projects that are based on bottom-up approaches and short learning cycles.
<b>Contract</b>	Here: Legally enforceable agreement, commonly for the project vendor or service provider to deliver project work or results and for the customer to pay for it in time.
<b>Cross-corporate project</b>	A project done jointly by several organizations, typically in a customer-contractor relationship under contract.
<b>Cross-functional project</b>	Internal project
<b>Customer project</b>	A project executed by a performing organization for a (mostly) paying customer organization. Most customer projects are profit centers. Contrasts with Internal project.
<b>“Mission Success First”</b>	Achievement paradigm in Project Business Management <sup>2</sup>
<b>PBP</b>	Project Business Professional (certification)
<b>PBM</b>	Project Business Management
<b>Project business</b>	The business done by organizations to sell project work and by others to buy it. The business is then generally performed under contract.
<b>Project Business Management</b>	The discipline of managing a customer project in a way to bring money home and make the customer happy. Is also used to manage vendors on customer side, from simple customer-contractor relations to complex project supply networks (PSNs).
<b>Project contractor</b>	The party obliged to deliver project services to the project customer
<b>Project customer</b>	The party obliged to pay for project services and results delivered by the vendor
<b>Project Supply Network</b>	A complex and often highly dynamic system of contracts with customers, contractors, subcontractors and so on that spans over three or more tiers
<b>PSN</b>	Project Supply Network

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<sup>2</sup> (NASA, 2000)

## The Certification Program, Who Can Benefit?

### PBP for Individuals

The PBP program qualifies individuals as practicing experts to act in the overlay area of project management and business management.

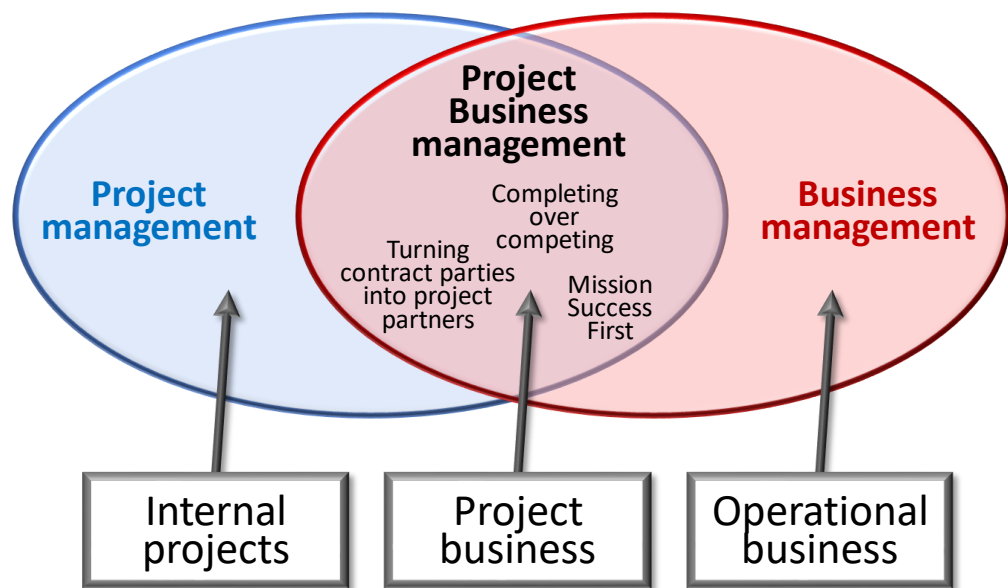


Figure 1: Project business management brings together the skills of project and business management (see Glossary on page 6)

The program addresses experienced skill builders from both project management and business management, such as:

- Practicing Project Managers in Project Business
- Their sponsors and supervisors

### PBP for Organizational HR Development

Training providers, Academia, and other organizations active in the field of skill building that are interested in utilizing the program as a development endeavor for their employees or their customers are welcome to offer the PBP program to their target audiences. The Project Business Foundation is happy to develop turn-key programs for them and train their trainers to become ACE-certified, the prerequisite for them to deliver PBP classes.

## The PBP Certificate





# Certificate of Qualification

*Your Name Here*

Has successfully passed the qualification program to become a

**Project Business Professional (PBP)**

Certificate #:

Munich, ## ##### 2023

This document certifies that its holder named above has passed a rigorous education and testing program to give evidence of professionalism as a practitioner in the field of cross-corporate Project Business Management.

  
Oliver F. Lehmann  
Trainer, Assessor

## PBP Program Vision, Mission, Goals, and Benefits

### Vision

Replacing trial and error in Project Business Management with professional education and assistance while opening a new business opportunity for educators and consultants

### Mission

Qualifying practitioners to improve client-vendor relationships. For customer-side project managers: Boost the success of their out-contracted projects. For vendors, ensuring happy customers, improving profitability, and protecting the liquidity of the performing organization.

### Goals

1. PBP for Project Business Management – a signal of formal qualification for practitioners, which gives credibility to win project management assignments in cross-corporate project business and perform it successfully.
2. A selection signal for organizations seeking trustworthy professionals to improve project success in commercially performed cross-corporate projects.

### Benefits for the Individual and for Employers

1. Opening of a so far unsupported segment (cross-corporate project management) to educated individuals.
2. Access to literature and courseware.
3. Membership in a community interested in jointly developing the market and the skills of the community members.

### The Trend

There is a measurable trend towards cross-corporate projects. Research shows a robust tendency for Make-or-buy decisions towards the *Buy* option for the recent past, and the expectation that the trend will go on in the future. Two surveys from 2018 (590 respondents) and 2021 (326 respondents) showed almost identical results: A strong trend towards Buy over Make.

Fig. 2 shows the results of the 2021 survey<sup>3</sup>.

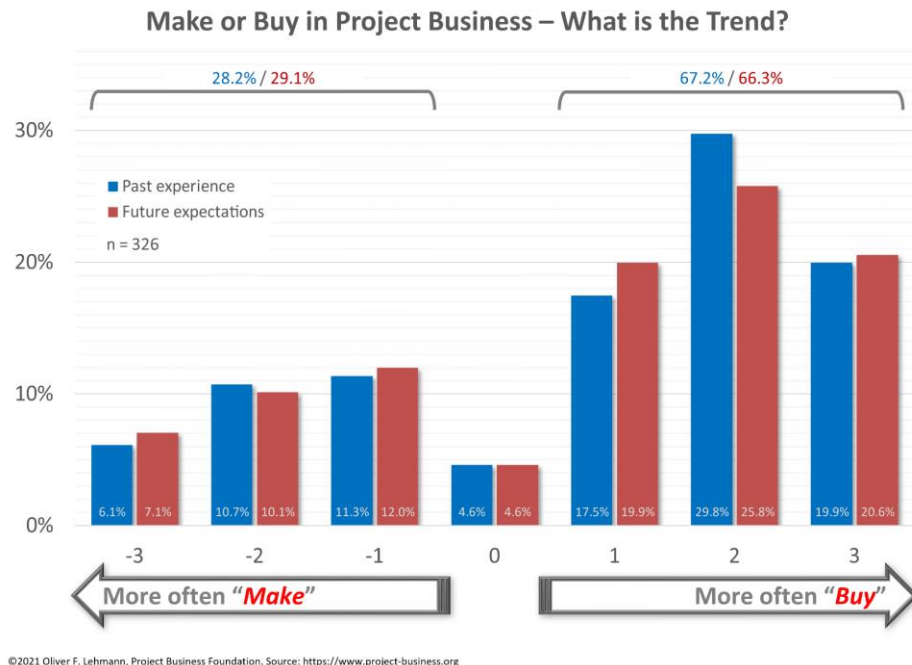


Fig. 2: The results of a survey made in 08-2021 show a strong trend towards the “Buy” option.<sup>4</sup>

This result was confirmed by surveys done between 2015 and 2019 (Fig. 3). In the first survey, slightly more project managers responded that they were in customer projects. In the following surveys, the difference was even larger.

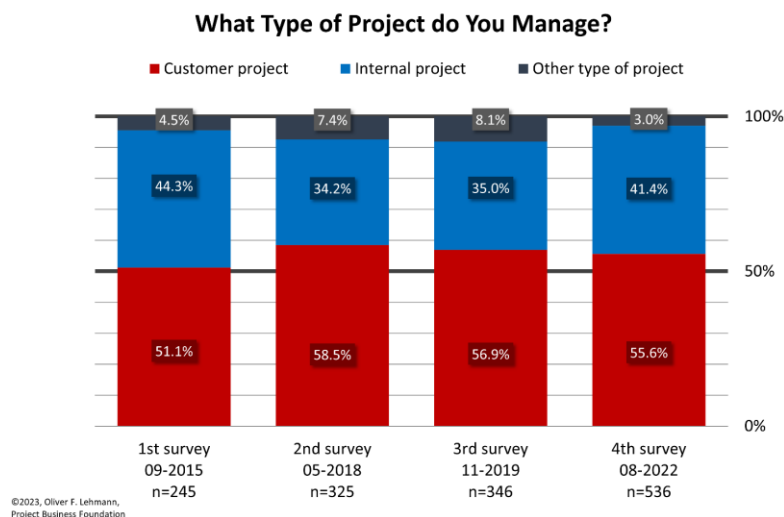


Fig. 3: Results of several other surveys confirm it: More than 50% of project managers reported that they do customer projects.

<sup>3</sup> Survey results have been published in PM World Journal (Lehmann, 2018)

<sup>4</sup> (Project Business Foundation, 2021)

The trend has two aspects:

- Project managers manage customer-facing projects for paid contractors.
- Project managers lead contractors instead of their own internal teams.

A special group includes project managers working for prime contractors or other forms of “in-betweeners”. These companies are, at the same time, contractors to customers and customers of their subcontractors, as shown in Fig. 4.

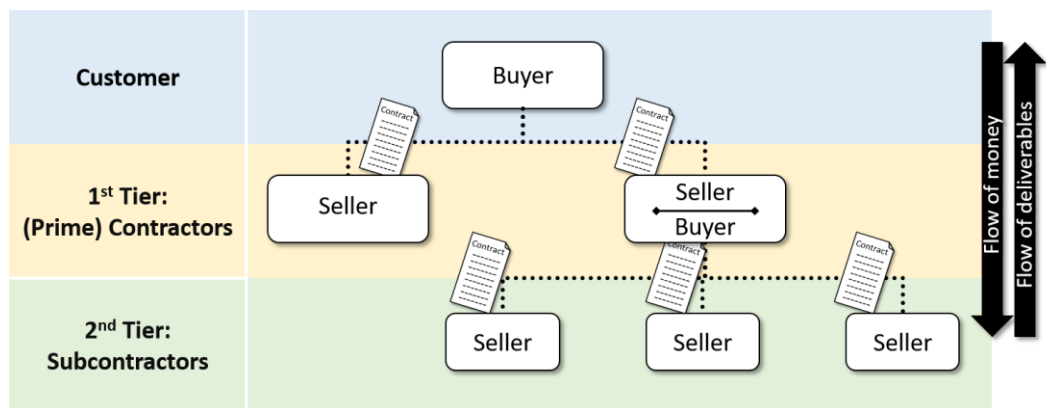


Fig. 4: A simple project supply network with a prime contractor, which is at the same time customer (buyer) and contractor (seller).

In both cases, commercial and legal knowledge is needed on top of project management knowledge, as well as the ability to lead in a cross-corporate and connective way. When skill builders ignore these upcoming needs, they risk that their market is shifting to new topics, and they remain left behind.

Obviously, this process is already underway. The PBP certification offers practitioners to position themselves as professionals in this trend.

## In a Nutshell: The Certification Program

### The Process

The process of the PBP program is simple. After confirmation of registration and payment, the candidate participates in a two-day class with an ACE-certified trainer. Either at the end of the class or soon after it, the candidate sits for a 1-hour test. After exam success, the candidate is certified.

#### The PBP Qualification and Certification Process

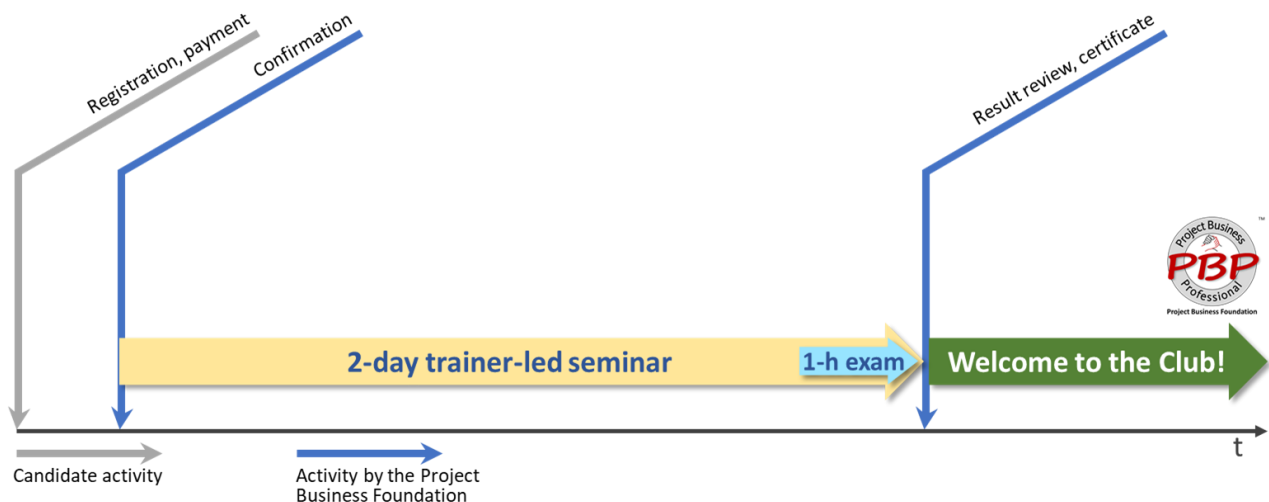


Figure 5: The PBP qualification and certification process

### Re-Examination

Candidates who do not pass the exam on the first attempt are entitled to repeat it as necessary. The exam fee of Euro **Error! Reference source not found.** applies for each repetitive test.

### Fees

The certification is **free**.

However, the candidate must first go through a preparation seminar. There are two options to do that:

- Attend a trainer-led class at a training partner of the Project Business Foundation. The price for the class is decided upon by the training provider, however, the Project Business Foundation recommends EUR 1198 per participant ([exchange rate](#)).

- Using a self-paced on-demand class offered by a provider. The price for the class is decided upon by the training provider, however, the Project Business Foundation recommends Euro 398 per participant ([exchange rate](#)).

## Preparation Literature

Literature helps meet the criteria to become accepted as an ACE.

The certification program includes a 200-page handout with seminar slides, practice questions, and exercises.

Two supporting resources can help intensify the qualification:

### **The Project Business Compendium**

by Oliver F. Lehmann, Project Business Foundation (2023)

Download from

[\(in preparation, publication expected by March\)](#)

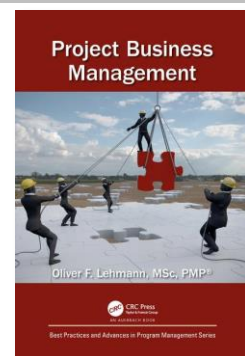


### **Project Business Management**

by Oliver F. Lehmann (2018)

Taylor & Francis

ISBN: 978-1138197503<sup>5</sup>



The book “Project Business Management” can be ordered in bookstores. It is also available as digital version (Kindle, eBook, etc.).

<sup>5</sup> Details at <https://www.routledge.com/9780367522070>.

# The PBP Seminar Outline

## Baseline agenda

The basic outline for the 2-days seminar is as follows:

1. Introduction  
(This section separates Project Business Management from internal project management and addresses the basic principles and challenges)
  - What is Project Business?
2. When the Project is the Business  
(This section details how organizations and individuals interact in cross-corporate Project Business and how they can contribute to both project success and business success)
  - Players & roles
  - The customer-contractor interface
  - Legal & commercial factors
  - Interpersonal relationship and leadership
  - Integrity
3. Along the Process for Project Business  
(This section explains common phases in Project Business from the first contact to the final close-down of the project)
  - The overall process and decision points
  - Business development
  - Carrying out the work
4. Contract Knowledge for Project Business  
(This section prepares professionals in Project Business for contractual knowledge with respect to different legal systems)
  - Contract types
  - Other forms of project business
5. Next Steps for You

## Extensions to the Basic Outline

Customer may wish to add additional seminar time and extend the seminar contents. The following contents are so far available:

1. Situational Project Management (Agile, Waterfall, Rolling Wave, Hybrid) in Project Business

2. Risk management in Project Business
3. Organizational behavior in Project Business

More contents can be developed on request. Please inquire.

## How to Use the PBP Acronym and Logo, Renewal

### Logo and Acronym Usage

After successfully finalizing the Certification program, you will be entitled to use the acronym “PBP” behind your name.

You will be entitled to use the PBP logo in your advertising materials, including stationary and business cards.

The PBP certification is granted for your lifetime.



Figure 6: The PBP logo<sup>6</sup>

### Renewal

There is no formal renewal process to maintain the ACE status has no fixed term limit, and no new examination or collection of credit points is required to renew the term.

### Code of Conduct

Candidates for the exam and holders of the certification submit to the Code of Conduct of the Project Business Foundation at <https://www.project-business.org/tools/code-of-conduct>.

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<sup>6</sup> Trademark registration pending

## Contact

Publisher: Project Business Foundation

Postal address: c/o Oliver F. Lehmann  
Trollblumenstr. 39g  
80995 Munich, Germany  
<https://www.project-business.org>

E-Mail: [oliver@oliverlehmann.com](mailto:oliver@oliverlehmann.com)

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Registration of the PBP mark is pending.

