

Certification & Accreditation Programs: Credential Handbook



PBP • ACE • AEP

Edition: 07-2026



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1 About this Handbook

This handbook is the single procedural reference for the three programs of the Project Business Foundation. It replaces the separate PBP Handbook (edition 04-2025) and ACE Handbook (edition 07-2025) and adds the AEP accreditation, which previously existed only as web content.

The handbook is deliberately limited to what candidates, credential holders, assessors, and partner organizations need in order to act: eligibility, process, obligations, timelines, and the rules governing use of the credentials. Market rationale, research findings, and promotional material are not repeated here. They are published separately at <https://project-business.org>.

How to use this handbook

- If you are a practitioner seeking certification, read Chapter 3 (PBP).
- If you are a trainer, consultant, or academic seeking the expert credential, read Chapter 4 (ACE).
- If you represent an organization that wants to deliver PBP seminars, read Chapter 5 (AEP).
- Chapter 6 covers the provisions that apply across all three programs.

Prices and commercial terms

This handbook does not quote prices. Preparation seminars are commercial services of the Accredited Education Partners, and assessments are commercial services of the assessors. Those parties set their own terms and communicate them to their markets. Where a cost arises, this handbook names who is involved and who to ask, and nothing further.

Precedence

Where this handbook and any earlier edition of a separate handbook differ, this edition prevails. The Project Business Foundation may amend these rules where a necessity emerges.

The current edition is always the one published at <https://project-business.org>.

2 The Credential Framework

2.1 How the three programs relate

The three programs form a single chain. Each one depends on the one before it:

- An AEP is accredited to deliver PBP preparation seminars and to proctor the PBP examination.
- Those seminars must be led by an ACE-certified trainer, either an in-house trainer of the AEP or an external ACE under contract.
- Candidates attending the seminar sit the examination at the end of it and become PBP-certified.
- PBP certification is in turn the foundational prerequisite for entering the ACE qualification process, which closes the loop and produces the next generation of trainers.



Figure 1: The credential chain. A PBP may re-enter the chain as an ACE candidate.

2.2 Comparison at a glance

	PBP®	ACE	AEP
Held by	Individual practitioner	Individual expert / skill builder	Organization
Purpose	Validates proficiency in managing projects as a business	Validates the ability to teach and advise on Project Business Management	Licenses the delivery of PBP preparation and examination
Prerequisite	None. Beginners are welcome	PBP certification, plus experience per Section 4.2	An ACE-certified trainer, in-house or under contract
Route	2-day trainer-led seminar at an AEP, ending with the exam	Self-directed: three assessed submissions guided by an assessor	Application and agreement with the Foundation
Assessment	1-hour multiple-choice exam, proctored	Weighted scoring of each submission, 75% to pass	None — accreditation by agreement
Typical duration	14 seminar hours plus the exam	3 months	Immediate on conclusion of the agreement
Issued by	Project Business Foundation	Project Business Foundation	Project Business Foundation
Commercial terms	Set and communicated by the AEP	Agreed with the assessor	Agreed with the trainer or the assessor
Term	Lifetime	No fixed term	One year, renewing automatically

2.3 Who handles the commercial side

The Project Business Foundation issues the credentials and supplies the seminar material. It does not sell training and does not act as a party to the commercial arrangements described in this handbook.

- Candidates for the PBP arrange the seminar with an Accredited Education Partner. The AEP is the training provider and the contracting party.
- Candidates for the ACE arrange the assessment with their assigned assessor.
- AEPs arrange delivery either with a contracted ACE trainer or with an assessor who certifies their own trainers.

All questions about prices, payment, cancellation, and invoicing are addressed to those parties, not to the Foundation.

3 PBP® — Project Business Professional

The PBP certifies individuals as expert practitioners at the intersection of project management and business management.

3.1 Who it is for

- Practicing project managers in customer projects
- Practicing project managers in projects with a substantial share of outsourcing
- Project managers on the customer side who lead contractors rather than internal teams
- Staff of PMOs and Centers of Excellence active in project business
- Sponsors and supervisors of these project managers
- Career starters in project business

There are no formal prerequisites. No degree and no prior certification are required. The seminar builds on existing practitioner knowledge but is accessible to beginners.

3.2 The process

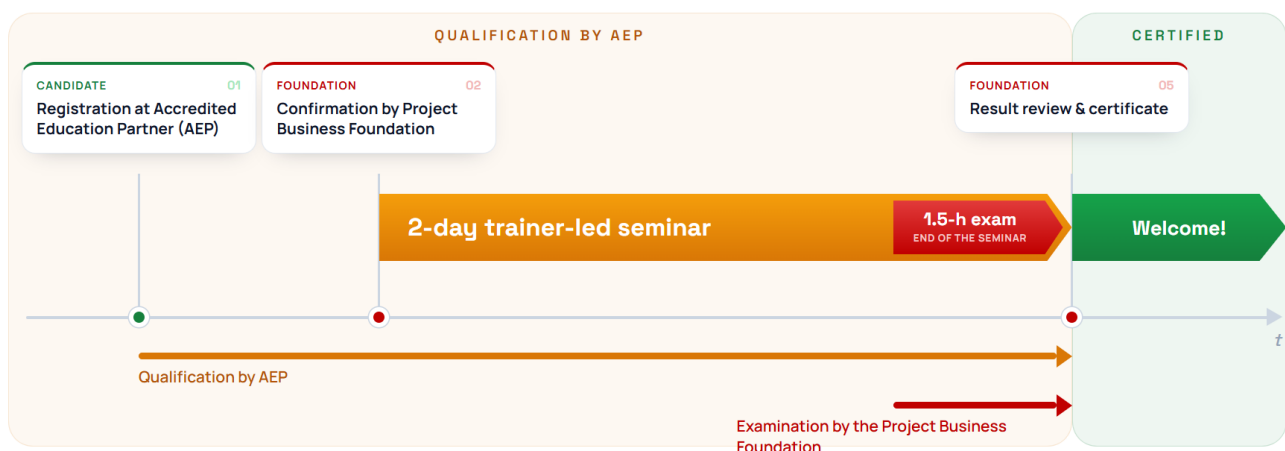


Figure 2: The PBP qualification and certification process

Step 1 — Register

Register with an Accredited Education Partner of your choice and settle the arrangement with that provider. A directory of AEPs is published at <https://project-business.org/certification/pbp-certification/>.

Step 2 — Attend the seminar

On confirmation of registration, attend the two-day trainer-led qualification seminar. It is led by an ACE-certified trainer and delivered online or on site.

Step 3 — Sit the examination

The examination takes place in the last hour of the seminar and is proctored by the ACE-certified trainer.

Step 4 — Receive the certification

On passing, you are certified. The certificate is issued by the Project Business Foundation and your entry is added to the certification registry.

The PBP is not available through self-directed or on-demand study. Participation in a trainer-led qualification seminar is mandatory.

3.3 The seminar

The seminar runs for two days — 14 hours of instruction — as a classroom or virtual event. It may be delivered in a compressed block or stretched over four sessions of 3.5 hours each, including the examination, which suits busy project schedules and spans time zones more comfortably. Classroom delivery is not available in all locations, and travel and accommodation may be arranged separately with the provider.

Baseline agenda

- 1. Introduction — separating Project Business Management from internal project management; basic principles and challenges. What is Project Business?
- 2. When the Project is the Business — players and roles; the customer-contractor interface; legal and commercial factors; interpersonal relationships and leadership; why integrity matters.
- 3. Along the Process for Project Business — the overall process and its decision points; business development; carrying out the work.
- 4. Contract Knowledge for Project Business — contract types; other forms of project business; contractual knowledge across different legal systems.
- 5. Special Tools to Improve Project Business — for customers: the “Mission Success First” paradigm and rolling award fee contracts. For contractors: strengthening the project manager’s role and benefit engineering.
- 6. Examination.

Extensions and customization

Corporate clients may extend the seminar. The following modules are available:

- Situational Project Management (agile, waterfall, rolling wave, hybrid) in project business
- Risk management in project business
- Organizational behavior in project business
- Bid and proposal management
- Cross-corporate requirements management

AEPs may further augment corporate classes with client-specific content supplied by the client’s PMO, Center of Excellence, or L&D function. A five-day corporate program might

combine two days of PBP qualification and certification, two days of PMO methods, and one day of risk management. Further modules can be developed on request.

Corporations may send up to three employees as tryout candidates to open classes that are marked accordingly in the class directory.

3.4 The examination

- Format: multiple-choice test, one hour.
- Timing: the last hour of the seminar, or shortly after it.
- Proctoring: by the ACE-certified trainer who led the seminar.
- Purpose: to test the candidate's knowledge and validate the learning achieved in the seminar.

Re-examination

Candidates who do not pass on the first attempt are entitled to repeat the examination as often as necessary. Arrangements for proctoring a repeat examination are made with the AEP.

3.5 Commercial terms

The Project Business Foundation makes no charge for the PBP certification or the examination. The qualification seminar is a commercial service of the Accredited Education Partner. The AEP sets its own prices and terms of business and communicates them to its market, including any arrangements for repeat examinations and for travel to on-site classes. Candidates address all commercial questions to their AEP.

3.6 Preparation literature

The program includes a 200-page handout with seminar slides, practice questions, and exercises. Two further resources support the qualification:

- The Project Business Compendium, Project Business Foundation — the basis of the two-day class.
- Project Business Management, Oliver F. Lehmann, Taylor & Francis, 2018, ISBN 978-1138197503. Available from bookstores and in digital editions.

3.7 The PBP certificate



Figure 3: The PBP certificate

3.8 Credential use, term, and renewal



Figure 4: The PBP logo

- Holders may use the acronym “PBP” after their name.
- Holders may use the PBP logo in advertising materials, including stationery and business cards.

- Holders are entered in the public certification registry.
- The PBP certification is granted for the holder's lifetime.
- There is no renewal process, no re-examination, and no requirement to collect credit points.

Note: The PBP logo and the PBP acronym are registered trademarks held by Oliver F. Lehmann – The Project Business Foundation

4 ACE — Approved Consultant & Educator

The ACE qualifies individuals as experts who can teach and advise in the overlay area of project management and business management. ACEs deliver PBP preparation seminars for Accredited Education Partners and proctor the PBP examination.

4.1 Who it is for

- Project management trainers and business management trainers
- Consultants, coaches, and mentors
- Academic instructors and researchers
- Authors
- Lawyers with a focus on contract law
- Project governance experts, PMO and CoE staff
- Seasoned practitioners moving into education or consulting

Corporations, academic institutions, and other organizations active in skill building are welcome to use the program to develop their employees and their contracted trainers and consultants.

4.2 Eligibility

PBP certification is a foundational prerequisite for the ACE qualification. In addition, candidates fall into one of two groups:

Group 1 — Experts

Evidence of at least one year of activity as a consultant or educator in project management or business management. A confirmation letter from an employer or a customer describing the assignments in broad terms is sufficient.

Group 2 — Practitioners

Practitioners in project management or business management with at least three years of experience who want to add consulting, training, or another form of education to their portfolio. Evidence may take the form of a formal degree or credential, such as:

- Master of Business Administration (MBA), Master of Science (MSc), or similar in a field related to project management or business management
- IPMA Level “C” or higher
- PMI Project Management Professional (PMP)
- PMI Agile Certified Professional (PMI-ACP)
- PMI Professional in Business Analysis (PMI-PBA)
- PMI Risk Management Professional (PMI-RMP)
- APMP Accredited Practitioner (APMP-AP) or higher
- A comparable degree from another accepted institution

Alternatively, a positive confirmation letter from an employer or customer regarding project management or business management experience and performance is accepted.

4.3 The process

YOUR JOURNEY TO CERTIFICATION

The ACE Qualification Process



Figure 5: The ACE assessment and certification process

Step 1 — Eligibility pre-check

Send an email to info@project-business.org with the subject line “ACE eligibility precheck”, or ask your assessor to do it for you if you have already selected one. If you have not, the Project Business Foundation will recommend one or more qualified assessors. Include your LinkedIn profile URL if you have one, and answer any questions the Foundation asks to check your aptitude for the program.

Step 2 — Engage your assessor

When your eligibility is confirmed, agree the arrangement with your assessor. There are no payments to the Project Business Foundation.

Step 3 — Submissions

When the assessor has confirmed your order, develop and send your three submissions as described in Sections 4.4 to 4.7. Your assessor is also your mentor throughout the program and is expected to give guidance that helps you improve the quality and depth of your work. Follow that guidance.

Step 4 — Certification

When all three submissions are accepted, the Project Business Foundation issues your certificate and you are entered in the registry of ACE-certified experts.

4.4 Study topics

Candidates select three of the following eight topics and develop their own learning materials as submissions. Candidates may instead propose one or more topics of their own before starting work on them; the assessor decides whether a proposed topic is acceptable for the program.

#	Topic	Task
1	Processes for Business Development	Describe the different processes and explain for each of them benefits and disadvantages, clarifying when they should be favored and when not.
2	Matching Contract Types and Project Types	What should be the influencing factors to select certain types of projects? Dependent on the type of project and other influencing factors, when would you recommend certain contract types?
3	Teaming Agreements	Teaming among contractors for the benefit of the project and the business it brings can be done in different structures. What structures do you know, and what benefits, disadvantages, and risks come with them?
4	Bilateral Contracts v. Multilateral Contracts	What are the specific benefits and disadvantages of these contract types? What are project alliances and customer-led consortia, and how can they influence project success?
5	Improving Cross-Corporate Relations During the Project	The collaboration of organizations during a project can be harmonious and satisfying. It can also turn into a hodgepodge of conflicts and dysfunctionalities. How can the latter be avoided and a "Mission Success First" approach be ensured?
6	Managing and Resolving Crisis in the Project	Crises in cross-corporate projects often have their origins at the interfaces between the organizations. What kinds of crisis can develop there, and what can be done to avoid or resolve them?
7	Securing the Timely Flow of Money and Project Results	In contracts, how can parties ensure the mutual meeting of obligations, and how does this influence the ability to work together as contract parties and project partners?
8	Roles and Structures in Organizations that Participate in Project Business	How should the role of the project manager and of other participants in the various parties be defined and organized? How do they affect project success?

4.5 Sources and referencing

Two books are accepted as the primary resources to work upon:

- The Project Business Compendium, Project Business Foundation — the download link is provided by the assessor.
- Project Business Management, Oliver F. Lehmann, Taylor & Francis, 2018, ISBN 978-1138197503.

A series of articles by Oliver F. Lehmann in PM World Journal, archived in the PM World Library and on academia.edu, is also available.

For each chosen study topic, at least one of the pre-selected sources must be used. Candidates may add any further sources they consider helpful — books, papers, podcasts, videos, and similar — provided that any additional resource is freely accessible online. No specific referencing format is required, but every source used must be named, and all references must be verifiable directly: page numbers for text documents, time positions in minutes and seconds for videos and podcasts.

Plagiarism

Plagiarism leads to immediate and permanent exclusion from the program. A proper bibliography raises a candidate's score, so thorough referencing is in the candidate's own interest.

4.6 Submission formats

Candidates are free to choose the format. Content is what counts.

Format	Requirements
Free speech	Recorded as video, or performed live (online or in person). The candidate presents the study findings over 12 to 15 minutes.
Read discourse	Recorded as audio or video, or performed live. 12 to 15 minutes.
Narrated presentation	Created with commonly used, easily playable software. 12 to 15 minutes with narration. May also be submitted as a digital video in a common format.
Unnarrated presentation	Acceptable for special topics that do not require narration, e.g. because they are built around graphics.
Recorded discussion	A discussion on one of the topics between two or three persons, recorded as audio or video. 12 to 15 minutes.
Recorded interview	A talk with a practitioner, a manager in project business, or an expert. Over 12 to 15 minutes the candidate shows the ability to make the person speak about project business management topics.
Recorded training session	Recorded as video, or performed live before a group of classroom attendees. The candidate presents existing knowledge or the findings of a new study over 12 to 15 minutes.
Paper or article	In a commonly used text format. 2,500 to 3,500 words, excluding bibliography.
Audio recording	12 to 15 minutes in the style of a podcast on a topic of project business management.

Other means of communication are acceptable if they are innovative and lead to interesting results. If in doubt, ask the assessor. For recorded sessions a transcript is welcome, particularly where the audio is hard to follow.

Where other individuals appear in a submission as images or in video, or where third-party materials are used, it is the candidate's responsibility to clarify privacy and copyright. This matters in particular if the candidate later wishes to publish the submission on the website of the Project Business Foundation.

4.7 Assessment

Assessors score each submission using a weighted system. Candidates know the criteria and their weights in advance.

Criterion	Weight (1–10)	Max. score
Demonstrated depth of understanding of the selected PBM topic	10	100
Demonstrated ability to present knowledge in a comprehensible form	8	80
Quotations and bibliography show knowledge of sources	6	60
Provided knowledge that is useful for practitioners	5	50
Established knowledge that can be a basis for scientific research	5	50
Added new knowledge to Project Business Management	4	40
Total score		380
Passing score		285 (75%)

Candidates confirm that each submission is their own work. Assessors may contact candidates and ask questions on the topic to verify that the knowledge was developed by the candidate and can be called upon when asked.

Where a submission is rejected, the candidate receives the score report showing where the work fell short, and is given a further week to rework it or to develop and submit a new one. All three submissions must pass for the candidate to qualify as ACE.

4.8 Timing

- Candidates are expected to complete all submissions and the program within three months.
- This period is open to appeal if it proves too short.
- Additional time may be granted in cases of extraordinary, serious, and unforeseen difficulty, such as illness or accident. Resubmission of failed work may also extend the duration.
- Final assessment results are issued typically two weeks after the last submission.

4.9 Commercial terms

The Project Business Foundation makes no charge for the ACE certification, and there are no payments to the Foundation. The assessment is a service of the assigned assessor, who agrees terms directly with the candidate. Where an organization has several candidates assessed together, those terms are agreed with the assessor as well. ACE-certified individuals are welcome to become assessors themselves.

4.10 Optional ACE workshop

A three-day classroom or virtual workshop is available to accelerate the development of experts toward ACE certification. It builds on the participant's existing expert knowledge in project management, business management, or a related discipline and adds the expertise specific to the project business environment. Attendees afterwards develop their submissions following the process in this chapter. The workshop can be run in house or in a public

training setting, and attendees from government, academia, and industry are welcome. Classroom delivery is not available in all locations. Enquiries: info@project-business.org.

4.11 Copyright, publication, and registry

- Copyright in all submitted materials remains with the candidate, who may publish or use them in any way they choose.
- Candidates are encouraged to offer their submissions to the Project Business Foundation for publication. A specific author agreement secures the author's retention of copyright and indemnifies the Foundation against privacy and copyright uncertainties.
- ACE holders are listed in the public registry, which lets them verify and promote their status and lets prospective clients find them. An opt-out is available.

4.12 Educational materials

Individuals who pass the ACE certification receive access to a collection of training materials — texts, graphics, and presentation slides — licensed for use for three years. The license is renewable thereafter. ACEs may of course also use materials of their own instead.

4.13 The ACE certificate



Figure 6: The ACE certificate

4.14 Credential use, term, and renewal



Figure 7: The ACE logo

- Holders may use the acronym “ACE” or “ACE-PBM” after their name.
- Holders may use the ACE-PBM logo in advertising materials, including stationery and business cards.
- The ACE status has no fixed term limit. There is no renewal process, no re-examination, and no requirement to collect credit points.
- The Foundation nevertheless expects ACE-certified professionals to remain reliable partners, to stay up to date, and to contribute to the further development of the discipline.
- The Project Business Foundation may alter this rule if a necessity emerges.

Note: The ACE logo is a registered trademark of Oliver F. Lehmann – The Project Business Foundation

5 AEP — Accredited Education Partner

The AEP program accredits organizations to deliver PBP preparation seminars and to conduct the PBP examination. It is the delivery layer of the credential framework: without AEPs there are no PBP classes, because the PBP is not open to self-directed or on-demand study.

5.1 Who it is for

- Commercial training providers seeking a specialized, high-value program that differentiates them from commodity project management offerings
- Academic institutions building applied professional readiness into their curricula, with students able to sit the certification exam as part of their coursework
- Corporate Learning & Development departments building commercial competence for project managers, contract managers, bid teams, and PMO staff, with a consistent framework across regions
- Other organizations active in the field of skill building

5.2 What the Project Business Foundation provides

- A license to use the Accredited Education Partner badge on the partner's website and in promotional material
- A license to prepare candidates for the PBP certification through ACE trainer-led classes that include the examination at the end
- A license to use the official PBP preparation materials in those classes
- ACE certification for the partner's own trainers, where the partner wants it
- Listing in the AEP directory and in the published class schedule on the Foundation's website
- Support in building a promotional web page and further sales materials
- Access to the market of Project Business Management education as an accredited competence center

5.3 What the Project Business Foundation expects

- Addition of the PBP preparation to the partner's published seminar portfolio
- Active marketing of the PBP preparation to the partner's clients
- Reliability in running the PBP classes, including the online examination during the last hour
- Active support in the further development of the Project Business Foundation as the one-stop shop for professionalism in Project Business Management

5.4 The process



Figure 8: The AEP accreditation process

Step 1 — Contact the Foundation

Write to info@project-business.org or use the contact form at <https://project-business.org/about/contact/>.

Step 2 — Conclude the agreement

Receive and complete the AEP agreement. AEP status is granted free of charge and is accepted by application.

Step 3 — Choose the delivery model

Decide whether to work with a contracted ACE trainer or to have your own trainers ACE-certified, as described in Section 5.5.

Step 4 — Schedule the classes

Open classes are published in the Foundation's class directory; corporate classes are arranged directly with the client.

5.5 Two delivery models

There is no upfront investment. A partner can begin with contracted trainers and move to in-house delivery later, when it is ready to invest.

	Model 1 — contracted ACE	Model 2 — in-house ACE
How it works	The AEP contracts an already ACE-certified trainer to conduct its seminars	The AEP has its own trainers ACE-certified and delivers with them
Upfront investment	None	The assessment of each in-house trainer
Recurring arrangement	Engagement of the trainer per class, agreed between AEP and trainer	Internal trainer capacity only
Best for	Getting to market quickly and testing demand	Partners with a steady class volume
Switching	A partner may start with Model 1 and move to Model 2 at any time	Both models may run in parallel

5.6 Agreement terms

- AEP status is granted free of charge.
- The agreement runs for one year and renews automatically.
- It includes a mutual non-disclosure agreement.
- It is governed by German and EU law, with Munich as the place of jurisdiction.

5.7 Commercial responsibility of the AEP

Everything the Foundation supplies is provided at no charge: the PBP seminar material, the PBP certification of candidates, and the ACE certification of the partner's trainers. The part-

ner's cost sits on the trainer side — either the engagement of a contracted ACE trainer or the assessment of the partner's own trainers. Both are agreed bilaterally with the trainer or the assessor.

The AEP is the commercial party toward the candidate. It sets the price of its PBP seminars, publishes it, invoices the candidate or the candidate's employer, and communicates its own terms of business, including arrangements for repeat examinations and for travel to on-site classes. The Foundation neither takes a share of that revenue nor publishes recommended prices.

5.8 The AEP certificate



Figure 9: The AEP certificate

5.9 Credential use, term, and renewal



Figure 10: The AEP logo

- Holders may use the acronym “AEP” or “AEP-PBM” after their name.
- Holders may use the AEP-PBM logo in advertising materials, including stationery and business cards.
- The AEP status has a one-year term limit. It automatically renews after this term for another year unless the partnership has been ended by either party.
- The Foundation nevertheless expects AEP-certified organizations to remain reliable partners, to stay up to date, and to contribute to the further development of the discipline.
- The Project Business Foundation may alter this rule if a necessity emerges.

6 Provisions Common to All Programs

6.1 Code of Conduct

Candidates for examination and holders of any credential of the Project Business Foundation submit to the Foundation's Code of Conduct, published at <https://project-business.org/tools/code-of-conduct/>.

6.2 Certification registry

Credential holders are listed in the public certification registry at <https://project-business.org/certregistry/>, which allows holders to demonstrate their status and prospective clients and employers to verify it and to find qualified people. An opt-out is available.

6.3 Community

PBP and ACE holders have access to the credential holder community at <https://cert.project-business.org>.

6.4 Trademarks and marks of the programs

The names and logos of the Project Business Foundation, the PBP certification, and the ACE certification are registered trademarks. The right to use a credential acronym or logo is granted with the credential and for as long as the holder holds it. It does not extend to any implication that the holder speaks for or represents the Project Business Foundation. All other marks mentioned are the property of their respective owners.

6.5 Amendments

The Project Business Foundation may alter the rules in this handbook where a necessity emerges. The current edition is the one published at <https://project-business.org>.

6.6 Contact

Publisher: Project Business Foundation

c/o Oliver F. Lehmann, Trollblumenstr. 39g, 80995 Munich, Germany

General and AEP enquiries: info@project-business.org

Web: <https://project-business.org>

7 Glossary

ACE	Approved Consultant & Educator — the credential of the Project Business Foundation for skill builders (trainers, consultants, academic instructors, coaches, mentors, researchers).
AEP	Accredited Education Partner — an organization accredited by the Project Business Foundation to deliver PBP preparation seminars and proctor the PBP examination.
Agile methods	Methods for projects that are based on bottom-up approaches and short learning and completion cycles.
Assessor	An ACE-certified person holding an additional qualification to guide and assess ACE candidates through the qualification process.
CoE	Center of Excellence — expands PMO work for the specific requirements of customer projects.
Contract	Here: a legally enforceable agreement, commonly for the contractor to do project work or deliver project results and for the customer to pay for it in time.
Cross-corporate project	A project done jointly by several organizations, typically in a customer-contractor relationship under contract.
Cross-functional project	See Internal project.
Customer project	A project executed by a performing organization for a paying customer organization. Most customer projects are profit centers. Contrasts with Internal project.
Internal project	A project executed by a project team for a requestor, both inside the same organization. Most internal projects are cost centers. Contrasts with Customer project.
“Mission Success First”	Achievement paradigm in Project Business Management (NASA, 2000).
PBM	Project Business Management (the discipline).
PBP	Project Business Professional — the credential of the Project Business Foundation for practitioners.
PMO	Project Management Office.
Project business	The business done by organizations to sell project work and by others to buy it. The business is then generally performed under contract.
Project Business Management	The discipline of managing a customer project in a way that brings money home and makes the customer happy. It is also used to manage contractors on the customer side, from simple customer-contractor relations to complex project supply networks.
Project contractor	The party obliged to deliver project services or results to the project customer under a legally binding agreement.

Project customer	The party obliged to pay for project services and results delivered by the contractor.
PSN	Project Supply Network — a complex and often highly dynamic system of contracts with customers, contractors, subcontractors and so on that spans several tiers.
VUCA	Volatility – Uncertainty – Complexity – Ambiguity. Project business helps manage VUCA, but also adds new layers to this challenge.

8 Bibliography and Copyright

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