





*Why are there many people
who are specialized competent in their major
but not successful as a manager?*

PACE
INSTITUTE OF MANAGEMENT

Training Program
MMMM
Management for Middle Managers

MANAGEMENT FOR MIDDLE MANAGERS

Why are there many people who are specialized competent in their major but not successful as a manager?

It is usually said that “Good followers make great leaders”, but why there is the case that sufficient “good followers” can’t make it the great leader?

The above are just two among many questions arose in regards of the competency of the “middle management”, which are bothering leaders and middle managers of many businesses.

The answers for those questions lie in the “**Management for Middle Managers**” (in short: MMM) training program, provided by PACE.

This program is designed for those who are middle managers (functional directors such as Business Director, Marketing Director, Sales Directors, Administration Directors, Human Resources Directors, Finance Directors, Production Directors, Technical Directors, IT Directors, Project Directors...; Head/Deputy Heads of departments), or those who have a desire to be middle managers and are preparing themselves with management skills to embrace the future position.

The program objectives are to address the following questions: What is the competency of a “middle manager” (MM)? Which qualities need to be enhanced and practiced to become a good MM? On becoming a good MM, what to learn, how to learn and how to experience? Why the Big Boss always have to embrace tons of tasks but not delegate to the middle managers?...

The competency of a MM includes both “*specialized competency*” and “*management competency*”.

For instance, a great Finance Director is not only excellent in financial expertise but also good at managing his team and all the accounting financial system of the company; a great Production Director does not only have a deep understanding about technical issues and manufacturing technology but also have the capability to well manage the

workshop/plants and the factory’s workers and technical labors...

Most of MM are promoted from those who are skillful in their specialized major. So how is the “management competency” of an MM to be equipped?

The first and foremost important skills among “Management competency” is “people management skills.” However, to become a great MM, knowing how to manage people is just the “necessary conditions.” So, what are the “sufficient conditions?”

“Sufficient conditions” for a great MM include:

Know the job and understand “the worries” of the Big Boss; understand the company’s strategy and know how to build the division’s strategy; understand the corporate culture and know how to build up the department culture; understand the management system of the company and know how to build up the management system of the department;

Know how to “connect” between Big Boss and the department’s employees; know how to communicate effectively the ideas of Big Boss with employees; know how to implement successfully ever assignments from Big Boss; know how to “take care” of the department’s employees on behalf of Big Boss;

Know how to recruit and employ staff; know how to assign and delegate to the team; know how to enhance the cooperation between the department’s staff and between the department and other departments; now how to handle the department’s internal problems based on the overall understanding of the whole company (not only for the sake of the department solely);...

Building up a “model” to improve the management skills for middle managers is the result of PACE’s best efforts over the past decade. And the copyright of this “model” has been registered by PACE under the name of “**PACE’s MMM Model**”.

PROGRAM OBJECTIVES



TARGET PARTICIPANTS

- Middle management (Middle managers- MM, Functional Managers – FM);
- Functional Directors, including Finance Directors, Human Resources Directors, Business Director, Marketing Director, Sales Directors, Administration Directors, Production Directors, Technical Directors, IT Directors, Project Directors...;
- Head/Deputy Heads of departments from domestic or foreign companies;
- Those who desire to be Functional Directors or the Head/Deputy Head of departments, divisions in the future.

TRAINING OBJECTIVES

- The program will provide participants with the awareness of “management competency” of an MM and help to improve this competency to a higher level;
- The program will contribute to your path to become a professional MM.

PROGRAM OBJECTIVES

After successfully completing this program, participants will be able to:

- Define what makes a professional MM;
- Have a thorough knowledge and necessary skills to enhance the management competency;
- Know how to become a professional MM/FM.



PROGRAM CONTENT



SUBJECTS		Session	Hours
1	<p>Being a Professional Manager</p> <ul style="list-style-type: none"> • The position, role, responsibilities of an MM • Work of an MM • Management competency of an MM 	1	3
2	<p>Strategic Management</p> <ul style="list-style-type: none"> • The meaning and the importance of vision, mission of the entire business • Company strategy & Department strategy / Functional strategy • Implementation plan and methodology to conduct department strategy (functional strategy) • Effectiveness management and evaluation • Performance report 	4	6
3	<p>Team Management</p> <ul style="list-style-type: none"> • Issues directly related to team management • Personnel assessment • Building up a management system 	4	12
4	<p>Culture Building</p> <ul style="list-style-type: none"> • The meaning and the importance of absorbing culture • Applying corporate culture for all the department staffs • Building up department culture 	1	6
5	<p>Professional Skills</p> <ul style="list-style-type: none"> • Introduction of soft skills for management levels • Introduction of soft skills for distinguishing job 	2	9
TOTAL		12	36



PACE Institute of Management (PACE) is a leading school for business leaders and managers in Vietnam. Our mission is *“to contribute to shaping a new business society in Vietnam by developing leadership capacity, professional capability and ethical standards for individuals, organizations and community”*.

To achieve its mission, PACE focuses on the following areas: **Corporate Training, Management Consulting, Book Publishing, and Seminars & Conferences**. In addition, PACE also initiates and manages several ***not-for-profit educational projects*** to actualize our mission in an overall and sufficient way.

Since its inception in 2001, PACE has expanded from solely providing business training to offering a wide range of high-quality programs and many resources and initiatives that expand the knowledge and deepen the skills of Vietnamese business leaders and professionals. To date, **more than 110 training programs** at PACE have been attended by **over 115.000** business leaders, managers and executives from local and foreign enterprises, public and private sectors, officials from central and local State agencies, and leaders from not-for-profit and non-governmental organizations in Vietnam.

In addition, PACE organizes local and international seminars and conferences on economics, business, management, leadership, culture and education. Particularly, in efforts to link the local community with the world’s great minds, PACE has organized international seminars presented by **Prof. Philip Kotler** (Father of Modern Marketing), **Prof. Michael Porter** (Father of Modern Strategy), **Mr. Paul Krugman** (Nobel Laureate in Economics), **Prof. Dave Ulrich** (The world’s most influential person in Human Resource Management), **Prof. Stephen M. R. Covey** (Father of “The Speed of Trust”), and so on. These seminars have brought influential insights from the world-renowned business thinkers to more than 22.000 CEOs, high-level executives, government officials, professionals, and scholars.

Last but not least, PACE also initiates and manages several not-for-profit educational projects. One of the not-for-profit endeavors is the OpenEdu Initiative. With the motto “for Self-Enlightening”, the diverse activities of OpenEdu include IPL Scholarship which offers 100% scholarships to young leaders aged 20-27, GoodBooks.org, Annual Book Awards, OneBook, Talk & Think forums and others. Each of PACE’s activities and non-profit projects plays a collaborative role in broadening and developing the educational and intellectual advancement of leaders across sectors and building opportunities for youth and young professionals to become competent and innovative leaders in Vietnam.

PACE’S GLOBAL PARTNERS

- **FranklinCovey (FC)** is a high-trust global leading organization specializing in leadership development, effectiveness improvement and culture creation. FranklinCovey Vietnam (a Member of PACE) is an exclusive partner of FranklinCovey to deliver FranklinCovey’s world-class training programs and consulting solutions in Vietnam. (www.FranklinCovey.vn).
- **Balanced Scorecard Institute (BSI)** is the world’s leading organization for strategy management and performance management. Balanced Scorecard Vietnam (a Member of PACE) is the only authorized partner of Balanced Scorecard Institute in Vietnam, Laos and Cambodia. (www.BalancedScorecard.vn).
- **Society for Human Resource Management (SHRM)** is the world’s largest HR membership organization devoted to HR professional development and the advancement of standards of HR professionals worldwide. PACE is SHRM’s Exclusive Representative in Vietnam. (<https://shrm.PACE.edu.vn>).

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