PACE
INSTITUTE OF MANAGEMENT



# MMM

## Management for Middle Managers

## NĂNG LỰC QUẢN TRỊ CHO QUẢN LÝ CẤP TRUNG

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

In every organization, Middle Managers are the vital link transforming strategy into action.

However, many face common challenges:

- Strong technical expertise but limited management capability
- Lack of skills in leading people and building effective teams
- Difficulty collaborating effectively across functions
- Overwhelmed by pressure from both senior leaders and frontline teams
- Unsystematic decision-making due to insufficient management foundations

**82%**

of enterprises believe middle managers are the "most critical link" in executing corporate strategy. *(Gallup)*

**67%**

of middle managers fall short of comprehensive management standards, from people leadership to system and strategy management. *(McKinsey)*

These realities highlight a significant gap between the managerial capabilities organizations require and the current readiness of many middle managers, especially those promoted from technical roles without formal leadership training.

Moving from **"profession excellence"** to **"management excellence"** is more than a career step. It requires a shift in mindset, capability, and leadership approach.

For over 25 years, **PACE Institute of Management** has continuously researched and implemented the **"Management For Middle Managers - MMM"** Program, built on the proprietary PACE's MMM Model - a framework designed to develop management capabilities to international standards while being tailored to the context of Vietnamese enterprises.

The program has trained more than 100,000 managers over the past 25 years and has become the benchmark training solution for organizations of all sizes across the country.



# WHAT MAKES PACE'S MMM PROGRAM DIFFERENT?

## THE FIRST TRAINING PROGRAM FOR MIDDLE MANAGERS IN VIETNAM

With more than 25 years of implementation, MMM has earned the trust of thousands of local and international enterprises.

## PACE'S EXCLUSIVE TRAINING METHODOLOGY

The MMM Model - developed and continuously refined by PACE Institute - empowers managers to stay resilient and achieve breakthroughs.

## PRACTICAL, ACTION-ORIENTED LEARNING APPROACH

Including case studies, management simulations, group discussions, team coaching, and applied exercises for each module.

## EXPERIENCED AND PROFESSIONAL FACULTY

PACE's faculty combine strong academic foundations with many years of hands-on executive and management experience.

# PROGRAM PARTICIPANTS



## Middle Managers (MM)

Heads/Deputy Heads of departments or divisions, Team Leaders, and Functional Group Leaders.



## Functional Managers (FM)

Heads of Human Resources, Finance, Sales, Marketing, Administration, IT, Production, Project Management, Chief Accountants, etc.



## High-Potential Talent for Management Roles

Individuals who are being prepared or have a career path toward becoming managers or functional directors.

# PROGRAM INFORMATION

- Total duration: 12 sessions (equivalent to 36 hours)
- Schedule: Flexible learning formats (evenings or weekends)
- Certification: **“Management for Middle Managers - MMM”** Certificate issued by PACE Institute of Management.
- Tuition fee: 8,800,000 VND (discounted fee for early payment: 8,000,000 VND).

Please contact us for the latest promotional offers.



## PROGRAM OUTCOMES

- Understand the role and core competencies of professional Middle Managers within the organizational system.
- Develop comprehensive management, leadership capability to lead and grow effective teams, build cohesive, disciplined, and high-performance teams.
- Strengthen cross-functional collaboration and strategy execution at the operational level.

# PROGRAM CONTENT

| # | SUBJECTS | SESSION | HOUR |
|---|---|---|---|
| 1 | **Authentic Middle Manager (MM)**<br>• Position, role, and functions of a Middle Manager<br>• The work of a Middle Manager<br>• The competencies and knowledge required of Middle Managers<br>• The importance of professional skills for managers<br>• Introduction to the 12 essential skills for Middle Managers | 1 | 3 |
| 2 | **Strategy Execution**<br>• The meaning and importance of Vision and Mission<br>• Company strategy & Departmental/Functional strategy<br>• Departmental Strategy Planning (Functional Strategy)<br>• Managing execution effectiveness & reporting implementation results<br>• Change Management in strategy execution | 4 | 12 |
| 3 | **Managing Team**<br>• Key issues in team management<br>• Building a management system for the department<br>• Employee assessment, training, and coaching<br>• Understanding employees and delegating work effectively<br>• Building trust and inspiring the team | 4 | 12 |
| 4 | **Culture Building**<br>• What is culture and its importance to management?<br>• Understanding and implementing "corporate culture" for the department<br>• Building "departmental culture" to increase team strength | 1 | 3 |
| 5 | **AI-Ready Manager**<br>• Adopting the right mindset about AI in the management role<br>• Turning AI into an excellent co-partner and developing the skill of "delegating work" to AI<br>• Applying AI to the MM's daily management tasks<br>• Driving the team to adopt AI to achieve breakthrough performance<br>• Recognizing the limitations and risks of using AI | 2 | 6 |

Total: **12 sessions - 36 hours**

PACE
INSTITUTE OF MANAGEMENT

# SHAPING THE FUTURE OF MANAGEMENT

Founded in 2001, PACE is one of Vietnam's most influential management institutes. For more than 25 years, PACE has helped advance modern management practices in Vietnam - strengthening leadership capacity, elevating governance standards, and expanding organizations' global outlook. PACE is also the first school for business leaders in Vietnam.

**PACE is a trusted partner in transforming leaders, teams, and organizations to achieve breakthrough and sustainable performance in an ever-changing world.**

## PACE's 3 Core Solutions to relize its mission:

1. PACE Training
2. PACE Consulting
3. PACE Books

PACE ecosystem **includes 8 affiliated schools, 8 member companies**, and **8 global partners**, aligned across three integrated pillars: Training, Consulting, and Publishing. Together, they cover eight core disciplines of management: General Management, HR Management, Financial Management, Marketing Management, Sales Management, Production Management, Supply Chain Management, and Project Management.

PACE also advances its mission through **PACE NPOs**, a long-term portfolio of non-profit educational initiatives launched in 2007, designed to deliver comprehensive and meaningful impact.



# BELIEVING IN AUTHENTIC LEARNING

**Head Office:** 181-183 Co Giang Street, Cau Ong Lanh Ward, Ho Chi Minh City *(former District 1, Ho Chi Minh City)*
**Hanoi Office:** Coalimex Building (Floor 2), 33 Trang Thi Street, Cua Nam Ward *(former Hoan Kiem District)*

**Phone:** (028) 3837.0208 *(HCMC)* | (024) 3646.2828 *(Hanoi)* | contact@PACE.edu.vn | www.PACE.edu.vn