



## Adapting to Complex Markets

September 4 – December 15, 2017

An online course for inclusive market development professionals

This online course is a guided and grounded learning experience for market development professionals to learn about complex systems concepts and how they play out in market systems. Practitioners will have the chance to learn about, and apply, a complex adaptive systems approach to address a current operational or managerial challenge during this professional-development opportunity. Practitioners will be able to test your learning immediately in the field. Learning while you are embedded in your community<sup>1</sup> makes for a relevant and rich learning platform!

### COURSE STRUCTURE

Conducted solely online, this 3.5 month course enables professionals to study while they are working and living at home. Each month will explore a theme through online discussions, instructional videos and podcasts. To deepen the learning, participants will work in small groups and have access to coaching. There will be assessments and participants will receive a certificate at the end of the course.

### THIS COURSE WILL:

- Demystify systems thinking
- Expose you to exploring markets as complex adaptive systems
- Inspire you to approach challenges differently and experience how systems thinking can add new perspectives to your own work in inclusive market development
- Teach you to identify emergent patterns and effective leverage points to stimulate market development
- Introduce you to frameworks and tools that assist in soliciting feedback from market system actors
- Provide you an opportunity to apply adaptive management in your work

It is suggested that participants set aside at least six hours a week to engage in the participatory exercises and dedicate time to the action research assignment.

### COURSE OVERVIEW

MODULE 1 INTRODUCTION	MODULE 2 MARKETS AS SYSTEMS	MODULE 3 COMPLEX ADAPTIVE SYSTEMS	MODULE 4 ADAPTIVE MANAGEMENT
<ul style="list-style-type: none"> <li>• Creating online community</li> <li>• Becoming Familiar with Canvas</li> <li>• Inclusive Market Systems</li> <li>• Conceptual Foundation for Course</li> </ul>	<ul style="list-style-type: none"> <li>• Systems Elements: Boundaries &amp; Environment; Feedback &amp; Leverage Points</li> <li>• Systems Thinking: patterns, symptoms &amp; root causes of market failure</li> <li>• Lessons Learned from feedback loops</li> </ul>	<ul style="list-style-type: none"> <li>• Complex Adaptive Systems Elements: Self-Organization, Emergence, Adaptation</li> <li>• Qualitative Tools &amp; Frameworks to develop feedback mechanisms</li> <li>• Research Plan &amp; Tools</li> <li>• Lessons from Systems that Adapt</li> </ul>	<ul style="list-style-type: none"> <li>• Sense making of data</li> <li>• Creating a learning environment with colleagues &amp; subordinates</li> <li>• Support and Feedback to final Assignment</li> <li>• Emergence &amp; Adaptation</li> </ul>

<sup>1</sup> Community –embedded learning is the learning acquired by individuals who are embedded in a local physical community where they work and live, while at the same time creating shared knowledge in an online learning community. (Lee, N. et al. 2014)



## INSTRUCTIONAL METHODS

Moderated online discussions, small group work reviewing & synthesizing case studies and articles, educational videos, webinars and coaching

## APPROACH

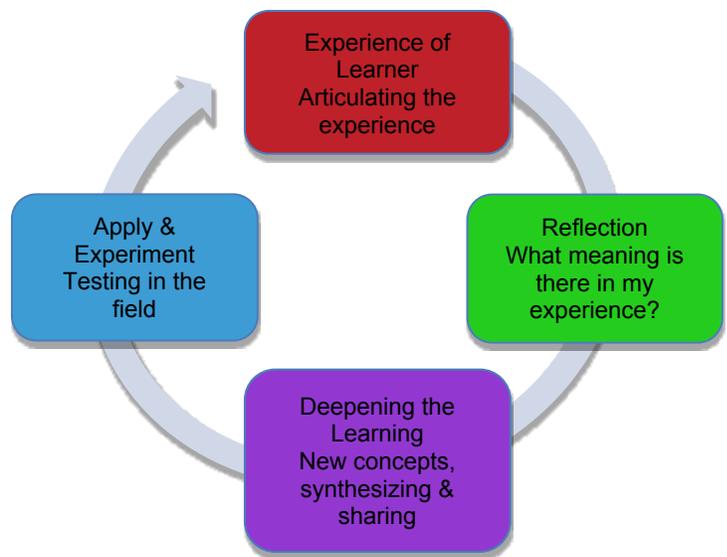
The virtual courses we deliver are a guided facilitated learning experience that begins with *your* professional experience and knowledge. All modules pass through the adult learning cycle:

We start with the **experience** of the participants  
Articulating & sharing experiences is the baseline to learning.

By considering implications and the significance of experiences, participants **reflect** through a systems lens to get new insight from peer exchanges and coaching from the instructor.

Being exposed to new concepts through video clips, webinars, discussions and articles, then synthesizing the learning and sharing with others is how we **deepen the learning**.

New learning is **applied & experimented** with through a field research assignment.  
Participants select their research topic.



## WHO IS THIS COURSE FOR?

- Inclusive Market Development Practitioners with at least 2 years of work experience in the field
- Have received some basic training in M4P or the Value Chain Approach
- Currently working on a project engaged in inclusive market development as a middle or senior manager
- Consultant or Advisor to a team working on a market development project in the area of programme design, management, evaluation or coordination currently

## HOW TO APPLY

You can find the syllabus, more details of the course content, fee structure and the application form on our website @ [www.inclusivemarkets.institute](http://www.inclusivemarkets.institute)  
Fill out the application form and email it to [info@inclusivemarkets.institute](mailto:info@inclusivemarkets.institute)

## COURSE FEES

*Individuals*  
US\$800

*Organizations*

1-2 persons	US\$1,000
3-4 persons	US\$900
5+ persons	US\$800

**EARLY BIRD SPECIAL**  
**REGISTER AND PAY BEFORE**  
**AUGUST 1 AND RECEIVE 10% OFF**  
**THE COURSE FEES**