



Master in Industrial and Employment Relations

2019 – 2020



Background

In a fast-changing environment (political, economic, social, cultural, technological, skills) in which governments, workers' and employers' organizations have to adapt their strategies continuously, a better understanding of the contemporary trends and challenges of different industrial and employment relations in the world is becoming a compelling need.

The International Training Centre of the International Labour Organization (ITCILO), in partnership with the University of Turin, Italy, is offering a Master in Industrial and Employment Relations (code A9712023). It includes a distance-learning phase, a residential phase at the ITCILO campus in Turin, Italy, followed by a second distance learning phase for the preparation of the Master's thesis.

The Master in Industrial and Employment Relations aims at developing specialized multidisciplinary knowledge in the field of industrial and employment relations from a comparative viewpoint. It will provide participants with a deep theoretical and practical understanding of industrial and employment relations systems in the world, by looking into recent changes and trends in the major economic geographical areas.

Furthermore, it will offer a range of learning situations in which participants can enhance their analytical and problem-solving skills. The Master's programme combines the sound academic background of the University of Turin with the ITCILO's international training experience. An international approach has been applied to the content, the methodology as well as to the composition of the faculty.



Objectives

General objective

The Master in Industrial and Employment Relations is designed to provide a wide spectrum of knowledge and skills for those with professional interests in industrial and employment relations. In addition, participants will be exposed to international and comparative industrial and employment relations systems with a view to better understanding the implications for current industrial relations systems and practices.

Specific objectives

On successful completion of the Master's programme, participants will be able to:

- Describe the industrial and employment relations systems with a comparative approach;
- Critically reflect upon theoretical approaches and analyse their application to achieve effective industrial and employment relations strategies;
- Apply multi-disciplinary knowledge to industrial relations-related decision making;
- Represent employers or workers in industrial relations, including negotiation, interpretation, and administration of collective agreements;
- Assist employers or workers in conciliation/mediation procedures;
- Apply tools and methodologies for effective labour-management relations at different levels of the economy from enterprise to the national and international level;
- Advise government, employers' and workers' representatives on industrial and employment relations issues.



Participants' profile

The Master in Industrial and Employment Relations is aimed at participants with the following profiles:

- Government, workers' and employers' representatives;
- Practitioners in the field of industrial and employment relations from the public and private sectors;
- Human resources managers, personnel in human resources departments dealing with industrial and employment relations;
- Labour lawyers;
- Labour administration and labour inspection officials;
- ILO staff, staff from other international organizations and United Nations agencies;
- Consultants and graduate students.



Minimum entry requirements

A first university degree (BA) of minimum three years duration;

- Ability to use computers and access to the internet;
- Good working knowledge of spoken and written English.

Important: learning acquired outside of formal-education settings will not be recognized

The validity of non-Italian degrees must be recognized under Italian law and regulations.



Structure, content, methodology and resource persons

The Master's Programme will be divided into three phases:

- **Phase 1:** Distance-learning phase from 7 October 2019 to 19 January 2020 (15 weeks)
- **Phase 2:** Residential face-to-face phase at the ITCILO campus in Turin, Italy, from 20 January to 3 April 2020 (11 weeks)
- **Phase 3:** Distance-learning phase for the preparation of the thesis from 4 April to 4 September 2020 (22 weeks)

Phase 1: participants will have access to an e-platform through which they will learn mainly on an individual basis. They will receive support from a tutor with expertise in the subject matter, participate in a forum, and exchange views with other participants. This phase will be divided into 6 modules: 1) The ILO and the international labour standards system; 2) Industrial relations; 3) Collective bargaining and labour dispute systems; 4) Tripartite social dialogue; 5) Labour Law; 6) Labour market institutions.

This preparatory phase will include self-study, assignments and quizzes. It will enable participants with different levels and fields of knowledge to be introduced to the fundamentals and basic concepts relating to industrial and employment relations to reach an adequate and homogeneous level to take full advantage of the residential phase.

Phase 2: during the residential phase in Turin the following topics will be covered:

- Industrial relations and employment relations: scope and definitions
- Governance of industrial relations
- Industrial democracy
- Industrial relations and the economy
- Varieties of capitalism
- Varieties of industrial relations in Europe
- Industrial relations trends in Southern Africa

- Industrial relations trends in Asia
- ILO standard-setting system
- Freedom of association and collective bargaining
- Social dialogue: actors, types, issues
- National institutions of social dialogue
- International legal framework for social dialogue
- The role of the ILO in promoting social dialogue
- Selected outcomes of social dialogue
- Good practices of social dialogue
- Social dialogue and employment policies / Social dialogue and wages
- Social dialogue and gender equality
- Social dialogue and social protection
- Social dialogue and OSH regulation
- Social dialogue and TVET/Skills development
- Labour administration / Labour administration and industrial relations
- Labour administration reforms and innovative practices
- Main roles and functions of Trade Unions / Employers' Organizations
- Collective bargaining / Collective bargaining machinery
- Administration and implementation of collective bargaining agreements
- Collective bargaining and gender equality
- Trends in collective bargaining
- Collective bargaining in the Public Service
- International legal framework for gender equality
- Negotiation theory and practice
- Labour dispute resolution / Selected country experiences
- Grievance handling
- International legal framework for dispute resolution in the Public Service
- Conciliation/mediation of labour disputes
- The employment relationship
- Non-standard forms of employment
- Employment protection legislation
- Labour inspection
- Occupational safety and health
- Private workplace compliance initiatives
- Transition from informal to formal economy
- Forced labour / Child labour
- Non discrimination in employment
- Employment policies

- Selected European Union employment policies
- Labour market analysis / Labour market institutions
- Minimum wage and productivity
- Public employment services
- Tripartite Declaration of Principles concerning MNES and Social Policy
- Conducive environment for enterprise development
- Global Union Federations
- International framework agreements
- Corporate social responsibility
- Global supply chains
- International trade agreements and labour clauses
- Labour law and employability
- Labour law reforms in selected European countries
- ILO policies and tools for the promotion of social rights
- Fair and effective governance of labour migration
- Negotiation of a bilateral labour agreement
- Social and solidarity economy / Green economy
- Domestic work
- Diversity in the workplace
- Violence and harassment in the world of work
- Public sector reform / Public service statutes
- National/enterprise-level strategies to promote workplace cooperation
- Economic aspects of wage negotiation: productivity as a key factor
- Key principles of economics for industrial relations
- Management of a corporate crisis
- Negotiated arrangements to increase productivity
- Market environments and their effects on industrial relations
- Inequality: its causes and effects
- The role of money: its effects on firms and workers
- Strategic human resources management
- Recruitment and selection / Reward practices
- Employee involvement and participation
- Industrial relations and human resources policies in selected enterprises
- Work and well-being / Soft skills

Phase 3: participants will be required to carry out individual research in their home country for the preparation and submission of a thesis. The outline of the thesis to be presented in Turin by 20 March 2019, and the thesis to be completed by 4 September 2020.

Study Visits

Study visits to selected enterprises and institutions will be organized to provide an opportunity to participants to be exposed to different practices of industrial and employment relations and human resources management. A two-day study visit to the ILO Headquarters in Geneva, Switzerland, will also be organized.

Methodology

Professors, practitioners and other resource persons will use lectures, case-studies, case law judgments, excerpts of collective agreements and legislation, discussions, group-work and practical exercises to strike a balance between theory and practice and to stimulate interaction with the resource persons and among participants.

Resource persons

Resource persons will be selected on the basis of their professional experience and subject matter expertise. They will consist of experts from the ILO and ITCILO, university professors and practitioners.



Fees and applications

Tuition fees: 8,500 Euros payable by the participant or his/her sponsoring organization, including tuition, use of training facilities and support services, routine medical care and medical/health insurance.

Subsistence fees: 4,235 Euros payable by the participant or his/her sponsoring organization, including:

- single-room accommodation at the ITCILO campus, breakfast and laundry service during the residential phase of 11 weeks;
- use of the facilities for recreation and sports at the ITCILO campus.

Applications should be made through the online application form, by clicking [here](#).

- **Deadline for applications: 11 June 2019.** Please scan and attach your Bachelor's degree and Transcript of academic records as described at: www.itcilo.org/masters-programmes/masters-programme-in-industrial-and-employment-relations/fees-and-application-1

For information regarding payment, cancellation and refunds, please click [here](#).

Partial scholarships

A limited number of partial scholarships is available, on a competitive basis, for participants from developing countries. If you wish to apply for a partial scholarship, please specify it on the application form.

The selection criteria for the award of partial scholarships will include academic and professional qualifications, organization, country of origin and gender balance.

Please note that apart from these partial scholarships, there is no other financial support provided by ITCILO including from ACTRAV and ACT/EMP.

VERY IMPORTANT: Before sending your application, please make sure that you match the participants' profile, fulfil the entry requirements and have the financial support of a sponsor (or your own).



The ILO Turin Centre's facilities

Located in Turin, the city of the 2006 Winter Olympic Games, in an attractive park on the banks of the River Po, the ITCILO campus provides a congenial environment in which to live and study.

It contains 21 pavilions with fully equipped modern classrooms, conference halls and meeting rooms fitted out for multilingual simultaneous interpretation, a computer laboratory, and a computerized documentation centre linked to various databases.

The campus has 185 single fully serviced study/bedrooms, 66 double bedrooms and 12 suites, each with private bathroom, telephone, 24h free internet access and flat screen television.

It also has:

- a reception desk open 24 hours a day
- a restaurant, a self-service canteen and a coffee lounge
- a bank
- a travel agency
- a laundry service
- a post office
- two gyms
- facilities for outdoor sports (football and tennis)
- a medical service

Social events are regularly held both on and off campus, so that participants from different cultural backgrounds can make the most of a stimulating international environment.

For any further information, please contact

International Training Centre of the ILO
Social Protection, Governance and Tripartism Programme

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