



MASTER

LABOUR RELATIONS

# MASTER IN INDUSTRIAL AND EMPLOYMENT RELATIONS

16 NOVEMBER 2020 – 15 OCTOBER 2021

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ONLINE

**ITCILO E-CAMPUS**  
16 NOVEMBER 2020 –  
14 MARCH 2021

29 MAY 2021 –  
15 OCTOBER 2021



FACE-TO-FACE

**TURIN, ITALY**  
15 MARCH –  
28 MAY 2021



LANGUAGE  
**ENGLISH**



APPLICATION DEADLINE  
**6 SEPTEMBER 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 A9712792). 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.

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## 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 court judges and lawyers;
- Labour administration and labour inspection officials;
- Staff from the ILO and other international organizations;
- Consultants and graduate students.

## MINIMUM ENTRY REQUIREMENTS

- A first university degree (Bachelor's degree) of minimum three years duration;
- Good working knowledge of spoken and written English;
- Ability to use computers and access to the internet.

**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.

## MODERN METHODS

Learn by doing, through case studies, workshops, and group exercises

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## INSPIRING DISCUSSIONS

Exchange ideas with international students and faculty

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## HIGH-LEVEL RESOURCES

Engage with experts from the ILO and the ITCILO, practitioners and university professors.

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## DEGREE

A first level Master's Degree from the University of Turin (60 certified university credits) will be awarded to the participants who fulfill all of the following conditions:

- The administrative requirements and documents requested by the University of Turin;
- Attendance of training sessions during the residential phase in Turin (at least 90% attendance);
- Submit the assignments within the set deadlines and quality requirements;
- Submit the thesis within the set deadline and quality requirements;
- Pass the prescribed examinations demonstrating the level of competence required.

**Note:** Participants who do not meet all the above requirements will not receive a Master's degree. They will receive a Diploma in Industrial and Employment Relations (provided they pass the exams), otherwise they will receive a Certificate of attendance.

## STRUCTURE AND CONTENT

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

### **Phase 1: Distance-learning phase from 16 November 2020 to 14 March 2021 (17 weeks)**

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.

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## Phase 2: Residential phase at the ITCILO campus in Turin, Italy, from 15 March to 28 May 2021 (11 weeks)

During the residential phase in Turin the following topics will be covered:

- Industrial relations and employment relations: scope and definitions
  - Varieties of industrial relations in Europe
  - ILO standard-setting system
  - International legal framework for industrial relations
  - ILO policies and tools for the promotion of social rights
  - Introduction to fundamental principles and rights at work
  - Social dialogue and tripartism
  - International legal framework for tripartite social dialogue
  - National institutions of tripartite social dialogue
  - Selected outcomes of social dialogue
  - Collective bargaining; collective bargaining machinery; administration and implementation of collective agreements
  - Trends in collective bargaining
  - Labour dispute resolution
  - Key principles for an effective labour dispute resolution system
  - Negotiation theory and practice
  - Conciliation/mediation of labour disputes: theory and practice
  - Labour relations in the Public Service
  - International legal framework for gender equality
  - Gender and collective bargaining
  - Gender equality and social dialogue
  - Trade Unions and Employers' Organizations
  - Non-discrimination in employment
  - Child labour
  - Forced labour
  - Social dialogue and employment policies
  - Social dialogue and wages
  - Social dialogue and TVET/skills development
  - Fair and effective governance of labour migration
  - Negotiation of a bilateral labour agreement
  - Industrial relations and the economy
  - Grievance handling
  - Industrial relations trends in Asia
  - Industrial relations trends in Southern and East Africa
  - Labour administration
  - Labour administration and industrial relations
  - Labour inspection
  - Occupational safety and health
  - Private workplace compliance initiatives: the case of Betterwork
  - The employment relationship
  - Non-standard forms of employment
  - Employment protection legislation
  - Transition from informal to formal economy
  - Tripartite Declaration of Principles concerning MNES and Social Policy
  - Conducive environment for enterprise development
  - Global framework agreements
  - Global supply chains
  - Social protection
  - Domestic work
  - Diversity in the workplace
  - Violence and harassment in the world of work
  - Social and solidarity economy
  - Introduction to green economy
  - National/enterprise-level strategies to promote workplace cooperation
  - Varieties of capitalism
  - Labour market analysis
  - Labour market institutions
  - Minimum wage and productivity
  - Key principles of economics for industrial relations
  - Economic aspects of wage negotiation: productivity as a key factor
  - Management of a corporate crisis
  - Negotiated arrangements to increase productivity
  - Inequality: its causes and effects
  - Market environments and their effects on industrial relations
  - The role of money: its effects on firms and workers
  - Strategic human resources management
  - Recruitment and selection
  - Reward practices
  - Employee involvement and participation
  - Work and well-being
  - Thesis drafting: methodological issues
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### Phase 3: Distance-learning phase for the drafting of the thesis from 29 May to 15 October 2021 (20 weeks)

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 28 May 2021, and the thesis to be completed by 15 October 2021.

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#### STUDY VISITS

A two-day study visit to the ILO Headquarters in Geneva (Switzerland) will be organized (depending on the COVID-19 situation in Switzerland and related travel restrictions).

## METHODOLOGY AND RESOURCE PERSONS

#### 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 on this webpage: <https://oarf2.itcilo.org/STF/A9712792/en>

#### DEADLINE FOR APPLICATIONS

Deadline for the first round of applications: **31 March 2020**

Deadline for the second round of applications: **20 May 2020**

Deadline for the third and last round of applications: **6 September 2020**

## **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 ACTEMP.

## **PAYMENT, CANCELLATION AND REFUND POLICY**

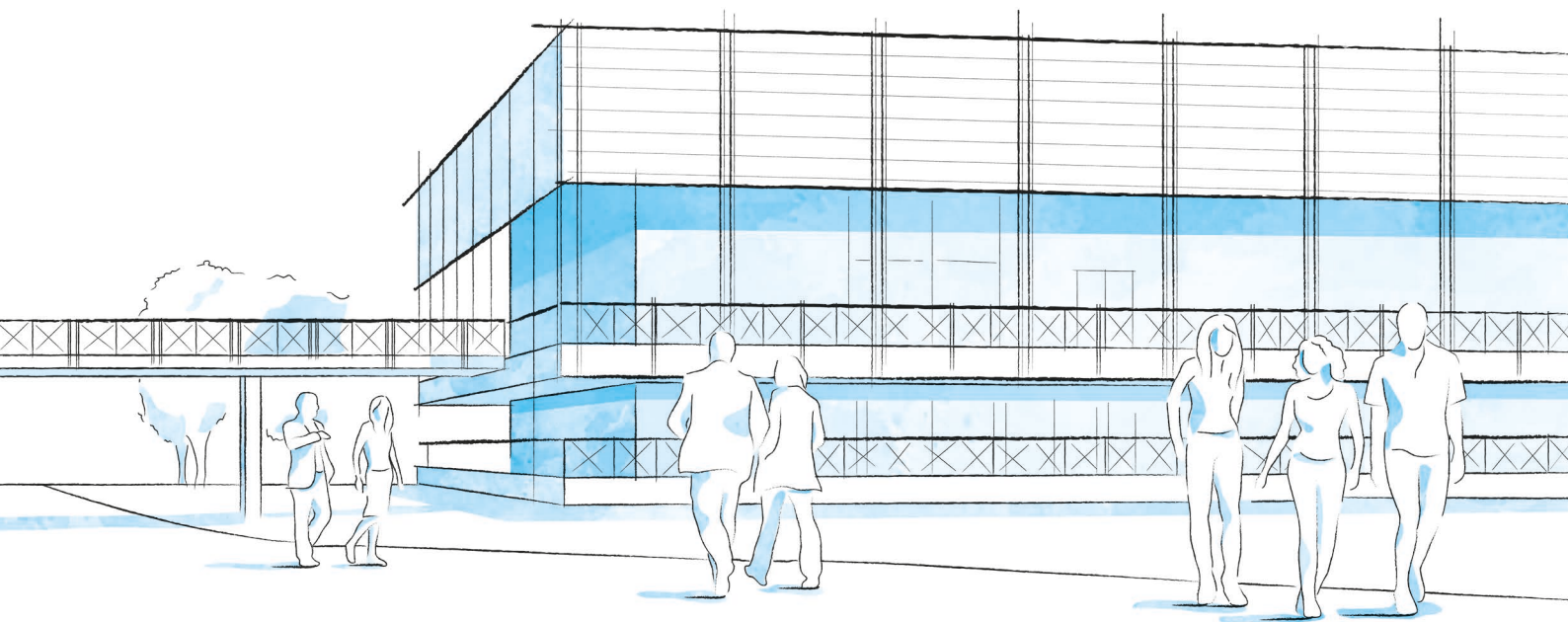
The ITCILO's payment, cancellation and refund policy can be consulted on the following website: [www.itcilo.org/turin-school-of-development/admission](http://www.itcilo.org/turin-school-of-development/admission)



SCAN THE QR CODE  
OR VISIT

[bit.ly/34RJ0ID](https://bit.ly/34RJ0ID)





## CAMPUS LIFE

### A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

### ENVIRONMENT AND SURROUNDINGS

#### **Grab a campus bicycle and explore the Turin Centre.**

Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

### HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, bank, travel agency, laundry, post office, gym, medical services and a reception desk open 24/7.

### COMMUNITY ENGAGEMENT AND DIVERSITY

**Participants can enjoy social events organized by the Turin Centre** as well as by their course facilitators.

Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

## INFO

### FOR FURTHER INFORMATION PLEASE CONTACT

#### **International Training Centre of the ILO**

Programme on Social Protection,  
Governance and Tripartism  
Viale Maestri del Lavoro, 10  
10127 Turin – Italy

Mr. Fernando Fonseca  
Course Manager  
tel. +390116936312  
Fax: +390116391925  
e-mail: [f.fonseca@itcilo.org](mailto:f.fonseca@itcilo.org)  
website: [www.itcilo.org](http://www.itcilo.org)



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