



ONLINE

MASTER

SOCIAL DIALOGUE

# MASTER IN INDUSTRIAL AND EMPLOYMENT RELATIONS

30 SEPTEMBER 2024 – 26 SEPTEMBER 2025

# MASTER IN INDUSTRIAL AND EMPLOYMENT RELATIONS

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ONLINE

**ITCILO E-CAMPUS**  
30 SEPTEMBER 2024 –  
26 SEPTEMBER 2025



FACE-TO-FACE

**TURIN, ITALY**  
28 APRIL 2025 –  
17 MAY 2025  
TO BE CONFIRMED  
(OPTIONAL)



LANGUAGE  
**ENGLISH**



APPLICATION DEADLINE

**FIRST INTAKE**  
31 MARCH 2024  
**SECOND INTAKE**  
28 JUNE 2024

## BACKGROUND

In a fast-changing environment (political, economic, social, cultural, technological) in which governments, workers' organizations and employers and business membership 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 a compelling need.

To provide labour relations practitioners the best learning environment and the opportunity to engage in deep discussions related to Industrial and Employment Relations 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. It includes a distance-learning phase with synchronous activities (weekly live Webinars), and an optional residential phase at the ITCILO campus in Turin, Italy, to deep dive in our learning centre, followed by a second distance learning phase for the preparation of the Master's thesis.

The online learning journey allows students to engage continuously with a global faculty coming from a wide range of institutions, from the ILO to universities, training and research institutions around the world. The Master also provides opportunity to live a learning experience with practitioners and students coming from all the regions of the world.

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 students with a deep theoretical and practical understanding of industrial and employment relations systems in the world, by looking into recent changes and trends.

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.

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## 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, students 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 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;
- 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:

- Consultants and graduate students
- 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.

### 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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## 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.

## 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<sup>1</sup>:

- The administrative requirements and documents requested by the University of Turin;
- 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.

## STRUCTURE AND CONTENT

The Master's Programme will be divided into two mandatory distance-learning phases and one face-to-face component that is optional:

### Phase 1: Distance-learning phase with live Webinars from 30 September 2024 – 27 April 2025

Students will be enrolled in an interactive e-learning program, which includes live webinars typically held on Mondays and Thursdays, amounting to 6 hours of instruction per week over these two days. Attendance at these sessions is mandatory. In addition to the webinars, students will have access to a range of supplementary materials for both individual and collaborative study. They are expected to dedicate a minimum of 15 hours per week to their learning, which includes time for webinars, reading, and other activities. Throughout the course, students will be supported by a tutor and they will also have the opportunity to participate in forums and engage in discussions with fellow students, facilitating a rich exchange of ideas and perspectives.

This phase is designed around 7 macro-competence areas:



1. Fundamentals of industrial relations: Students will be introduced to the basics of industrial relations such as scope and definitions, actors involved and regimes of industrial relations. They will get exposed to the history of industrial relations and will better understand the actors of industrial relations. Students will acquire the necessary knowledge to use statistics and data around industrial relations and will develop an understanding of the role of industrial relations institutions in the labour market.

<sup>1</sup> A first level Master's Degree, according to the Italian Qualifications Framework, is intended to provide students with further specialization or higher continuing education. The qualification awarded does not give access to a PhD under the Italian education system. Nevertheless, each country has its own education regulations and the participant is responsible to check the acceptance in its own Country or place where they want to apply for a continuity education.



2. The regulatory framework: Within this area of study students will be able to enrich their knowledge of the different regulations around industrial relations. Students will be fully exposed to the international labour standards system and will reflect upon the role of labour law in shaping employment and industrial relations. Private and social initiatives and their impact on development of industrial relations will be thoroughly explored.



3. Forms of Industrial Relations: Collective bargaining, workplace cooperation, international framework agreements are, among others, different forms of industrial relations. Under this macro area, students will gain in-depth studies of the different modalities under which interactions between workers and employers' organizations can take place at different levels.



4. Labour dispute prevention and resolution: Students will get exposed to the principles underpinning dispute resolution and will look at labour conflict from different angles including psychological and organizational. Students will get an increased understanding of the role of alternative dispute resolution mechanisms and other dispute resolution methods including adjudication and arbitration.



5. Application of economics for industrial relations practitioners: Understanding economics to discuss while negotiating a collective bargaining or to set a minimum wage is of a paramount importance. In this area of study students will be introduced to the rules of the labour market and its institutions and the relationship between economics and industrial relations.



6. Variety of Industrial Relations: Industrial relations vary from countries to countries. During the programme students will "travel" around the globe to gain knowledge on the different types of industrial relations systems and their peculiarities, from developed economies, emerging economies and developing economies.



7. Drivers of industrial and employment Relations: Students will study a variety of drivers of industrial and employment relations development, such as global supply chains, trade agreements and regional integration. Students will also be exposed to the impact of technological change on industrial and employment relations and many others.

This phase includes self-study, assignments, quizzes and exams.

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### **Face-to-face phase (optional): Residential phase at the ITCILO campus in Turin, Italy, 28 April 2025 – 17 May 2025 - To Be Confirmed (Optional)**

During the optional phase of the Master in Industrial and Employment Relations is designed to provide deep knowledge and skills for those with professional interests in industrial and employment relations, notably with an interest in negotiation skills and workplace practices. Students will be exposed to international and comparative industrial and employment relations practices and will be able to discuss and compare with their own countries' practices and context.

A study visit at the ILO Headquarters in Geneva will also be organized, providing students with engaging sessions with experts from the ILO, as well as a number of study visits to selected institutions and enterprises in Turin, providing students with an opportunity to be exposed to different practices of industrial and employment relations.

All the study visits, including to the ILO Headquarters will depend on availability and restrictions.

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### **Phase 3: Distance-learning phase for the drafting of the thesis from 28 April 2025 – 26 September 2025 (22 weeks)**

Students 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 is to be presented by 27 April 2025, and the thesis is to be completed by 21 September 2025.

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# 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 students.

## RESOURCE PERSONS

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

# FEES AND APPLICATIONS

**Tuition fees: 9,400 Euros** payable by the student or his/her sponsoring organization.

**Tuition and accommodation fees for the face-to-face optional phase 2025: to be determined** (for your information, the cost in 2024 was 3,790 Euros – tuition + subsistence)

Applications should be made through the online application form on this webpage: <https://oarf2.itcilo.org/CST/A9717148/en>

## DEADLINE FOR APPLICATIONS

Deadline to apply for the Master:

First intake: **31 March 2024**

Second intake: **28 June 2024**

Deadline to apply for the face-to-face optional phase: **3 March 2025**

## PARTIAL SCHOLARSHIPS

A limited number of partial scholarships is available, on a competitive basis, for students 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)





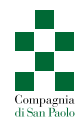
## INFO

FOR FURTHER INFORMATION  
PLEASE CONTACT

### International Training Centre of the ILO

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