

HUMAN RESOURCES | COURSE BROCHURE

Labour Relations and Collective Bargaining

5 days | Classroom training | English

SMART HORIZON

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The Netherlands

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Course content

Why attend

Where unions or works councils are present, constructive labour relations are vital for stability and productivity. This course covers labour relations frameworks, preparing for collective bargaining, negotiation strategy and tactics, managing disputes and industrial action, implementing agreements and building long-term partnership with employee representatives.

Adversarial labour relations are costly for both sides. You will learn to negotiate effectively while building trust.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Bargaining simulations, preparation workshops, case studies of labour disputes and role plays.

Course objectives

By the end of this course, participants will be able to:
• Explain labour relations frameworks
• Prepare for collective bargaining
• Plan negotiation strategy and mandates
• Negotiate effectively with representatives
• Manage disputes and industrial action risks
• Implement agreements and build partnership

Target audience

This course is suitable for:
• Employee relations managers
• HR directors
• Operations managers in unionised workplaces
• Negotiation team members
• Public sector HR



Course content

Target competencies

Participants will develop competencies in:
- Bargaining preparation
- Negotiation
- Dispute management
- Relationship building
- Agreement implementation

Course outline

Day 1: Labour Relations Frameworks

09:00–10:08	Legal frameworks
10:08–11:00	Roles of unions and councils
11:00–11:30	**Coffee break**
11:30–11:45	Roles of unions and councils (continued)
11:45–12:53	Relationship styles
12:53–14:00	Exercise

Day 2: Preparation

09:00–10:08	Data and costing
10:08–11:00	Mandates
11:00–11:30	**Coffee break**
11:30–11:45	Mandates (continued)
11:45–12:53	Bargaining team
12:53–14:00	Workshop

Day 3: Negotiation

09:00–10:08	Strategy and tactics
10:08–11:00	Proposals and counterproposals
11:00–11:30	**Coffee break**



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11:30–11:45	Proposals and counterproposals (continued)
11:45–12:53	Deadlock
12:53–14:00	Simulation

Day 4: Disputes

09:00–10:08	Dispute procedures
10:08–11:00	Industrial action
11:00–11:30	**Coffee break**
11:30–11:45	Industrial action (continued)
11:45–12:53	Mediation
12:53–14:00	Case study

Day 5: Partnership

09:00–10:08	Implementing agreements
10:08–11:00	Joint committees
11:00–11:30	**Coffee break**
11:30–11:45	Joint committees (continued)
11:45–12:53	Long-term relations
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,940.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Dubai Confirmed dates	30 Nov 2026	4 Dec 2026	**€3,150.–**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.–**
Istanbul Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,650.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Cape Town Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,890.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Rome Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,450.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,890.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Barcelona Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,840.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Amsterdam Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,540.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	3 May 2027	7 May 2027	**€1,450.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	17 May 2027	21 May 2027	**€2,450.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Paris Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,860.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Dubai Confirmed dates	28 Jun 2027	2 Jul 2027	**€3,150.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,650.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Rome Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Dubai Confirmed dates	23 Aug 2027	27 Aug 2027	**€3,150.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Rome Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,450.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Barcelona Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,840.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Cape Town Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,890.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,450.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Vienna Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,940.-**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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