

CFAM4.4.1

Conceptualise, map and track the organisation's role in society and business



Overview

This is about working closely with the senior team of an organisation to set and achieve organisational objectives through the establishment of sustainable and supportive networks. This addresses the organisation's 'licence' to operate, and includes understanding the organisation's role within society and developing its relations and communications policies among internal and external stakeholders, reinforcing the legitimacy of the organisation.

For the purpose of this unit, 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operation unit, with a relative degree of autonomy, within a larger organisation.

The abbreviation 'PR' denotes 'public relations' throughout this unit.

This unit is recommended for senior managers involved in communications/public relations. Such managers might be employed directly by the organisation, or work for a public relations agency/consultancy.

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Performance criteria

- You must be able to:*
- P1 monitor and obtain relevant information regarding environmental, sociological and political trends, customer requirements and perceptions, competitors and the organisation's internal environment and use the information actively to support business planning
 - P2 monitor current socio-political and economic events and issues, and assess their impact for the organisation
 - P3 identify and prioritise the strengths and weaknesses of the organisation, and potential opportunities and threats in the organisation's external environment
 - P4 define PR clearly in relation to other marketing communications disciplines and articulate where it fits in supporting the organisation
 - P5 explore and assess a range of scenarios for the organisation, and determine their impact for future relations and communications policies
 - P6 develop and agree public relations and communications objectives for the organisation, establishing associated outcomes that are measurable
 - P7 evaluate and recommend actions based upon an assessment of relevant legal requirements, professional and ethical codes
 - P8 identify the organisation's principal stakeholders and strategies for effective management of their relationship with the organisation
 - P9 monitor the organisation's stakeholder response to the organisation and maintain or adjust relevant strategies accordingly
 - P10 justify the organisation's licence to operate to its principal stakeholders

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the conceptual frameworks and theory of PR, and their role in society and in the strategic management and planning of organisations
- K2 the multi-disciplinary nature of PR practice, and how other business functions and social scientific theories help to develop this practice
- K3 the principles of stakeholder management and how to manage stakeholder relationships
- K4 the importance of corporate social responsibility and how to reflect this within an organisation's PR strategy and policies
- K5 how to develop outcomes and associated measures for monitoring and evaluating the effectiveness of PR policies

You need to know and understand:

Industry/sector specific knowledge and understanding

- K6 legal, regulatory and ethical requirements affecting PR within the organisation's sector, including how these affect the choice and implementation of PR programmes

You need to know and understand:

Context specific knowledge and understanding

- K7 the organisation's internal culture and politics
- K8 key external and internal developments affecting the organisation, the nature of their impact and the implications for PR
- K9 the market in which the organisation works
- K10 the organisation's various publics and their needs and expectations relevant to the organisation
- K11 processes for consultation within the senior team and the organisation overall

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Additional Information

Behaviours

1. You analyse and structure information to develop knowledge that can be shared
2. You identify systemic issues and trends, and recognise their impact upon current and future communications strategies
3. You anticipate likely future scenarios based upon a realistic analysis of trends and developments
4. You present ideas and arguments clearly, concisely and convincingly
5. You articulate the assumptions made and risks involved in understanding a situation

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