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THE ORGANIZATION OF ADVERTISING AND PR ACTIVITIES IN THE MODERN MEDIA ENVIRONMENT AND THE PROFESSIONAL COMPETENCIES OF JOURNALISTS

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Abstract: This article analyzes PR and advertising organization in media, and the competencies journalism now requires.

Keywords: advertising; public relations; journalism; media organization; professional competencies; digital literacy; newsroom convergence

Introduction. The contemporary media environment is characterized by a progressive blurring of the boundaries that traditionally separated journalism, public relations and advertising as distinct professional fields. Journalists increasingly adopt tools, practices and skills that originate in PR and marketing, including search engine optimization, audience analytics and content management strategies, which expands the scope of journalistic competence far beyond the traditional model of newsgathering and writing. At the same time, PR and advertising activity within media organizations has become more structured and strategically organized, requiring closer coordination between editorial and communication departments. This convergence creates both organizational and educational challenges that require systematic analysis.

The processes described above are not confined to any single national media market. Across Europe and North America, media outlets of very different sizes and ownership structures report similar pressures: declining advertising revenue from traditional formats, growing reliance on native advertising and branded content, and audiences who move fluidly between platforms that mix editorial, promotional and user-generated material. These pressures push newsroom leaders to reconsider not only how PR and advertising functions are organized internally, but also what kind of professional profile a journalist must have in order to remain employable and effective within such a hybrid environment.

The purpose of this article is to examine how advertising and PR activities are organized within the modern media environment and to determine which professional competencies journalists need to develop in response to this organizational transformation. To achieve this purpose, the article addresses three interrelated tasks: first, it characterizes the main organizational models through which advertising and PR functions are integrated into media enterprises; second, it identifies the hard and soft competencies that these organizational models require from journalists; and third, it considers how education and training systems can respond to this evolving competency profile.

Main Part. Organizational Models of Advertising and PR Activity in Media

The organization of advertising and PR activity in the modern media environment can no longer be considered a function separate from editorial work. Analysis of large-scale job posting data covering the period from 2015 to 2020 shows that the boundaries between journalism, PR and advertising are shifting at the level of the labor market itself, with job requirements increasingly combining skills traditionally associated with distinct professions [8]. This structural shift reflects a broader process in which journalism absorbs new competencies from adjacent fields, including data management and digital product management, in order to remain viable in an environment where audiences primarily access news through websites and social media platforms rather than traditional channels [8].

This labor-market evidence is important because it demonstrates that convergence is not simply a matter of individual journalists picking up extra skills out of personal initiative. Rather, it reflects a deliberate reorganization of job descriptions by employers, who now expect a single position to cover tasks that were previously distributed across separate editorial, marketing and communication units. Where a decade ago a mid-sized media outlet might have maintained clearly separated newsroom,

advertising sales and PR departments, many organizations today operate leaner structures in which a single content or communication team is responsible for editorial output, sponsored content and audience-facing communication activities simultaneously [8].

From an organizational perspective, this convergence requires media outlets to build internal structures capable of coordinating agile, cross-functional communication work. Research on newsroom-based corporate communication demonstrates that effective organization increasingly depends on agile content management practices that integrate strategic communication functions directly into editorial workflows [9]. Such agile models replace the traditional separation between editorial and PR departments with more flexible, iterative coordination processes, particularly in organizations operating under conditions of rapid technological change, including the growing use of artificial intelligence tools in content production [9].

The agile model described in the literature typically relies on short planning cycles, cross-functional teams that combine editorial, design and communication specialists, and continuous feedback loops informed by audience analytics. Instead of a linear process in which editorial content is produced first and PR or promotional material is layered on afterward, agile newsroom structures plan communication and editorial output together from the outset. This has direct implications for how advertising and PR activity is organized: rather than functioning as a separate department that requests space or attention from editorial staff, the communication function becomes embedded within the same workflow that produces news and feature content [9].

The professionalization of PR activity itself has also evolved considerably. Comparative surveys of professional public relations trends indicate a continuing shift toward strategic, management-level PR functions integrated into overall organizational decision-making rather than isolated tactical communication tasks [1]. This shift places additional demands on the organizational structure of media and communication departments, which must increasingly demonstrate measurable accountability for their PR activities. Bibliometric analysis of PR evaluation research confirms that organizations increasingly expect PR professionals to justify their activities through structured evaluation techniques capable of demonstrating impact on awareness, attitude and behavior [7].

This growing emphasis on measurable accountability has organizational consequences beyond the PR department itself. When PR and advertising activity must be justified through structured evaluation, media organizations need reporting systems, key performance indicators and analytics infrastructure that can track audience response across both editorial and promotional content. In practice, this often means that journalists working within hybrid newsroom-communication structures are expected to understand and interpret the same analytics dashboards that PR and marketing staff use, even when their primary responsibility remains editorial content production [7].

It is worth emphasizing that the organizational models described in this section are not mutually exclusive. A single media enterprise may combine elements of labor-market-driven role convergence, agile cross-functional workflow design and accountability-driven PR professionalization within the same organizational structure. In practice, larger media organizations tend to formalize these elements through explicit structural changes, such as merging previously separate editorial and communication departments into unified content divisions, while smaller organizations often achieve similar convergence more informally, through shared job responsibilities and overlapping reporting lines rather than through formal restructuring [1, 8, 9].

Professional Competencies Required of Journalists in a Hybrid Media Environment

Within this evolving organizational context, the competencies required of journalists extend well beyond traditional writing and reporting skills. A longitudinal analysis of PR job advertisements shows a marked increase in the demand for digital, analytical and strategic competencies over time, alongside a continued need for interpersonal and soft skills [5]. Journalists working in media environments shaped by advertising and PR logic are expected to develop comparable competencies, including digital literacy, data interpretation and strategic communication awareness, in order to operate effectively within hybrid newsroom-communication structures [3].

These competencies can be grouped into two broad categories, commonly described in the professional literature as hard and soft skills. Hard competencies include technical proficiencies such

as search engine optimization, content management system administration, basic audience analytics interpretation, multimedia production and, increasingly, familiarity with generative artificial intelligence tools used for drafting, editing and content adaptation. Soft competencies include strategic thinking, cross-functional collaboration, adaptability to rapidly changing organizational structures and the ability to communicate effectively with colleagues from marketing, PR and product management backgrounds who may not share a traditional journalistic training [5].

A systematic review of digital competencies required for new journalistic work identifies data literacy, multimedia production skills and platform-specific content adaptation as central components of contemporary journalistic professionalism [6]. These competencies overlap substantially with those required in PR and advertising, reinforcing the argument that organizational convergence between these fields is mirrored by convergence at the level of individual professional competence.

Platform-specific content adaptation deserves particular attention, since it illustrates how closely journalistic and promotional skill sets have come to overlap. A journalist working across a news website, a social media account and a newsletter must adapt the same underlying story into formats that differ substantially in tone, length and visual presentation, a task that closely resembles the adaptation of a single advertising or PR message across multiple channels. The systematic review noted above finds that this cross-platform adaptability is now treated as a core journalistic competency rather than a specialized skill limited to social media or audience development staff [6].

Data literacy is similarly central to both fields. Journalists are increasingly expected to read, interpret and sometimes generate basic audience metrics, engagement statistics and simple data visualizations, competencies that were historically associated with marketing analysts or PR evaluation specialists. Bibliometric evidence on PR evaluation research shows a sustained expansion of structured methods for measuring communication impact [7], and the same underlying data literacy that supports PR evaluation is now expected of journalists who must understand how their own content performs across digital platforms.

Education and Training Approaches for the Hybrid Competency Profile

Education and training systems have begun to respond to these organizational changes. Studies on the training of PR professionals demonstrate that practice-based methods, including case study analysis, simulation exercises and project-based tasks, are considered the most effective means of developing the combined analytical and creative competencies required in the modern communication environment [2, 4]. Given the substantial overlap between the competencies required for PR and for contemporary journalism, similar practice-based pedagogical approaches are increasingly applied in journalism education as well.

Value-based models of PR education emphasize not only technical proficiency but also ethical judgment and the ability to operate within diverse, poly-contextual professional environments [2]. This is particularly relevant for journalism education in a hybrid media environment, where graduates must be able to distinguish clearly between editorial, promotional and sponsored content even as the organizational boundaries between these categories become less visible in day-to-day newsroom practice. Curricula that integrate case-based ethical reasoning alongside technical training on analytics and content management tools appear better positioned to prepare students for this dual demand [2].

Longitudinal analysis of curriculum trends in public relations education shows a steady incorporation of emerging media tools into coursework, reflecting the profession's own trajectory toward digital, platform-based practice [4]. Journalism programs facing comparable organizational pressures from converging media industries can draw on this experience, particularly with respect to simulation-based exercises that place students in realistic cross-functional scenarios involving editorial deadlines, promotional constraints and audience-engagement targets simultaneously.

Training specifically aimed at PR professionals working in the post-truth information environment highlights the growing importance of critical evaluation skills, source verification and resistance to misinformation as core competencies, alongside more traditional communication skills [3]. These competencies are directly transferable to journalism education, where the ability to verify information and resist the pressures of a fast-moving, platform-driven publishing environment has

always been central, but is now complicated by the additional presence of promotional and sponsored content flowing through the same channels.

Technological Drivers of Organizational Convergence

A significant share of the organizational convergence described above is driven by technological change rather than by managerial choice alone. The proliferation of content management systems capable of publishing simultaneously across a website, a mobile application, social media accounts and email newsletters has made it technically straightforward to route editorial and promotional material through the same production pipeline. Once the underlying infrastructure treats editorial and sponsored content as structurally similar objects to be scheduled, tagged and distributed, the organizational logic of keeping editorial and PR departments strictly separate becomes harder to sustain in practice, even where such separation remains desirable on ethical grounds [9].

The growing use of artificial intelligence tools for drafting, summarizing and adapting content across formats reinforces this convergence. Where AI-assisted tools are used to repurpose a single piece of content into multiple formats, the same underlying skill set, prompting, editing and quality control, is applied regardless of whether the output is a news article, a social media post or a promotional summary. Newsroom research on agile content management specifically identifies the integration of AI tools into daily editorial workflows as a factor accelerating the coordination between strategic communication and editorial functions [9], which in turn increases the technical competencies journalists are expected to master.

Audience analytics platforms constitute a second major technological driver. Metrics such as time on page, scroll depth, click-through rate and social sharing are generated by the same tracking infrastructure regardless of whether the underlying content is editorial or promotional, and these metrics are typically reviewed by the same analytics dashboards used across departments. As media organizations increasingly rely on such shared analytics infrastructure to evaluate both editorial performance and PR impact [7], journalists gain routine exposure to data that was previously the exclusive domain of marketing or communication staff, further blurring the boundary between editorial and promotional competency profiles.

Comparative Organizational Perspectives

Although the underlying pressures toward convergence are broadly similar across national media markets, the pace and form of organizational adaptation vary. In markets with strong traditions of editorial independence and formal separation between advertising and newsroom departments, the shift toward agile, cross-functional structures tends to proceed more cautiously, often preserving explicit disclosure requirements and formal firewalls between sponsored and editorial content even as day-to-day workflows become more integrated. In markets where media organizations operate with fewer formal separations or under greater commercial pressure, convergence tends to proceed more rapidly and with less institutionalized safeguarding of editorial independence.

This variation matters for how the organizational models identified in this article should be interpreted. The agile, cross-functional structures described in the newsroom-based corporate communication literature are not a single universal template but a family of related organizational responses to a common set of pressures [9]. Media managers adapting these models to their own organizational context need to calibrate the degree of integration between editorial and communication functions to the ethical and regulatory expectations of their specific market, rather than adopting a maximally integrated structure by default.

For journalists working across these varying organizational contexts, this means that the competency profile described in this article should be understood as a flexible baseline rather than a fixed checklist. A journalist working within a highly integrated agile newsroom will need to apply digital, analytical and strategic communication competencies more intensively and more frequently than a colleague working in an organization that maintains stricter separation between editorial and PR functions, even though both are operating within the same broader industry trend toward convergence [1, 8].

Ethical Considerations in Converged Newsroom Structures

The organizational integration discussed throughout this article raises ethical questions that deserve explicit attention alongside the competency framework. As editorial and promotional workflows become more tightly coordinated, the practical distinction between independently reported content and sponsored or promotional material can become less visible to audiences, even when formal disclosure requirements are technically satisfied. This risk is compounded when the same journalist is responsible, within a single agile workflow, for both editorial and promotional tasks, since role separation has traditionally served as an informal safeguard against conflicts of interest.

Value-based approaches to communication education explicitly address this tension by emphasizing ethical judgment as a core competency alongside technical and analytical skills, arguing that professionals operating in diverse, poly-contextual environments need structured ethical training precisely because organizational boundaries can no longer be relied upon to enforce appropriate behavior automatically [2]. Journalism education responding to the organizational convergence described in this article should adopt a comparable emphasis, ensuring that technical training in analytics, content management and cross-platform adaptation is consistently paired with explicit instruction on disclosure practices, conflict-of-interest management and the preservation of audience trust.

Media organizations themselves also carry responsibility for maintaining ethical safeguards within converged structures. Clear internal policies on labeling sponsored content, consistent editorial style guides that apply regardless of which department originates a piece of content, and regular ethics training for staff working across integrated workflows can help preserve the substantive distinction between editorial and promotional material even as the organizational and technical separation between these functions diminishes [1, 9].

Sector-Specific Variation: Broadcast, Print and Digital-Native Outlets

The pace and character of organizational convergence also differ across media sectors. Digital-native outlets, built from the outset around integrated content management systems and analytics infrastructure, tend to exhibit the most advanced forms of the agile, cross-functional organization described in the corporate newsroom literature [9], since they have not needed to dismantle legacy departmental structures inherited from earlier print or broadcast operations. For these organizations, the hybrid competency profile discussed in this article is often already embedded in job design from the founding of the outlet rather than introduced as a later organizational reform.

Legacy print and broadcast organizations, by contrast, typically face a more complex transition path. Many retain formal departmental structures, union agreements or regulatory obligations that were designed for an earlier era of strict separation between editorial and commercial functions. For these organizations, convergence tends to proceed incrementally, often beginning with digital-first sub-teams or standalone online desks that adopt agile, integrated workflows before the broader organization follows. This incremental pattern is consistent with the labor-market evidence showing that hybrid competency requirements have expanded gradually over the 2015-2020 period covered in the relevant job-posting analysis, rather than appearing as a sudden, uniform shift across the industry [8].

Broadcast organizations present a further variation, since audio and video production workflows impose additional technical constraints on how quickly editorial and promotional content streams can be integrated. Nonetheless, the same underlying pressures, audience fragmentation across platforms, the need for measurable communication accountability and the increasing availability of shared analytics infrastructure, apply to broadcast organizations as much as to print or digital-native outlets, suggesting that the organizational models and competency frameworks discussed in this article are broadly applicable across media sectors even where the specific pace of adoption varies [1, 7, 9].

The Role of Organizational Size

Organizational size constitutes another important moderating factor. Large media enterprises, with the resources to build dedicated analytics teams, formal governance structures and extensive internal training programs, are often able to pursue the accountability-driven, structured evaluation approach to PR professionalization documented in the bibliometric literature more systematically than smaller organizations [7]. At the same time, large organizations may also face greater inertia

when attempting to dismantle long-established departmental boundaries between editorial, PR and advertising functions.

Smaller media organizations, including many regional and niche outlets, often lack the resources to build separate specialized departments in the first place, which can make organizational convergence a practical necessity rather than a deliberate strategic choice. In such organizations, a small number of staff members routinely perform tasks that would be distributed across several departments in a larger enterprise, giving these organizations a natural head start in developing the hybrid competency profile described throughout this article, even though they may lack the formal training infrastructure to develop these competencies systematically [5, 6].

Discussion

Taken together, the evidence reviewed above suggests that the organizational integration of advertising, PR and editorial functions in media enterprises is best understood as a structural, rather than temporary, feature of the contemporary media landscape. The shift is visible simultaneously at three levels: in the labor market, where job postings increasingly combine competencies from separate professional fields [8]; in internal organizational structures, where agile, cross-functional workflows replace strict departmental separation [9]; and in the professionalization of PR itself, which has moved toward strategic, accountability-driven practice that requires closer coordination with editorial and analytics functions [1, 7].

For media managers, this convergence carries practical implications for how newsrooms are staffed and structured. Rather than treating PR, advertising and editorial competencies as belonging to separate hiring pipelines, organizations may benefit from developing internal training programs that deliberately cultivate the hybrid competency profile described in this article, combining traditional editorial skills with digital, analytical and strategic communication competencies. Such investment is likely to reduce the coordination costs associated with cross-functional agile workflows, since staff who already understand both editorial and communication logics require less translation and mediation between departments [9].

The discussion also has implications for how success is defined within converged media organizations. Where editorial and communication functions were once evaluated against separate benchmarks, an audience-reach target for editorial content and a reputational or behavioral-impact target for PR activity, integrated organizational structures increasingly require shared or complementary metrics that reflect the combined objectives of informing audiences and achieving strategic communication goals. The bibliometric evidence on PR evaluation research suggests that the methodological tools for constructing such combined metrics, particularly techniques capable of tracing effects on awareness, attitude and behavior, already exist within the PR evaluation literature and could be adapted for use in integrated newsroom reporting systems [7].

For journalism education, the discussion points toward a need for closer integration between journalism and communication curricula, without collapsing the ethical distinctions that separate independent editorial work from promotional communication. Practice-based pedagogical methods, already well established in PR training, offer a template that journalism programs can adapt, provided that ethical training on source independence, transparency and disclosure of sponsored content is built into the same case-based and simulation-based exercises used to develop technical and analytical competencies [2, 4].

It is also worth noting that the convergence documented here does not eliminate professional specialization altogether. Even within agile, cross-functional newsroom structures, individual staff members continue to develop areas of particular strength, whether in investigative reporting, data visualization, audience engagement or strategic communication planning. What has changed is less the existence of specialization than the degree of baseline competency overlap expected of every member of the team, so that specialists can collaborate efficiently within a shared organizational and technical vocabulary [5, 6].

This distinction between baseline competency overlap and continued specialization has practical value for how media organizations structure career paths. Rather than assuming that convergence requires every journalist to become equally proficient in editorial, PR and advertising tasks,

organizations can instead define a common competency floor that all staff are expected to meet, while still allowing individuals to develop deeper expertise in a chosen specialization. This approach preserves the benefits of specialization documented in earlier organizational research while accommodating the coordination demands created by agile, cross-functional workflows [1, 9], and it offers a more realistic target for journalism education than an undifferentiated expectation of universal competence across all hybrid skills.

Implications for Media Management Practice

For practicing media managers, the analysis presented above translates into several concrete organizational recommendations. First, hiring processes should be revised to reflect the hybrid competency profile identified in the labor-market evidence, rather than continuing to recruit separately for editorial, PR and advertising roles based on narrowly defined, non-overlapping job descriptions [8]. Job postings and interview processes that explicitly assess candidates' digital literacy, analytics comprehension and cross-functional collaboration skills, in addition to traditional editorial competencies, are more likely to identify candidates capable of operating effectively within converged newsroom structures.

Second, internal training and professional development budgets should be reallocated to support continuous skill development across the hybrid competency profile, rather than being split along traditional departmental lines. Given that agile content management practices require staff to move fluidly between editorial and communication tasks [9], one-off onboarding training is unlikely to be sufficient; ongoing professional development, including short courses on emerging analytics tools, platform-specific content formats and AI-assisted production workflows, better matches the pace of technological change documented throughout this article.

Performance evaluation systems also warrant reconsideration. Traditional editorial performance metrics, focused primarily on output volume, accuracy and audience reach, do not fully capture the range of competencies that the hybrid profile requires. Media managers may benefit from developing evaluation frameworks that recognize contributions to cross-functional projects, effective use of analytics to inform editorial decisions and successful collaboration with colleagues from PR and marketing backgrounds, alongside traditional editorial quality indicators. Such frameworks would align formal performance evaluation more closely with the actual demands of converged newsroom work, and would provide journalists with clearer incentives to invest in the digital, analytical and strategic competencies identified throughout this article [5, 7].

Third, media organizations should establish clear governance structures that specify who is accountable for measurable PR and advertising outcomes within an integrated workflow, since the shift toward structured evaluation and accountability documented in the bibliometric literature on PR evaluation implies that someone within the organization must own these metrics even when editorial and communication tasks are distributed across the same team [7]. Without such governance, accountability can become diffuse precisely at the moment when organizational structures become more fluid, undermining the very evaluation practices that motivated the shift toward professionalized PR management in the first place.

Implications for Journalism and Communication Education

The competency profile identified in this article has direct consequences for how journalism and communication curricula should be designed. Programs that continue to treat journalism, public relations and advertising as entirely separate tracks, with minimal shared coursework, risk producing graduates who are well prepared for organizational structures that are becoming less common in practice. A curriculum design that instead builds a substantial shared core, covering digital literacy, data interpretation, multimedia production and platform-specific content adaptation, before allowing students to specialize in editorial, PR or advertising tracks, better reflects the hybrid competency profile documented in the literature on digital journalistic competencies [6].

Practice-based pedagogical methods, already established as effective in PR education through case studies, simulations and project-based tasks [2, 4], can be adapted for this shared core curriculum by designing exercises that explicitly combine editorial and communication objectives within a single assignment. For example, a simulation exercise might require students to produce a news article, a

corresponding social media adaptation and a short strategic communication brief explaining how the story should be positioned for different audience segments, thereby exercising editorial, analytical and strategic competencies within a single integrated task rather than in isolated coursework.

Assessment methods should evolve accordingly. Rather than evaluating editorial writing and strategic communication planning as entirely separate skills assessed in unrelated courses, integrated capstone projects that require students to demonstrate competency across the hybrid profile, including ethical judgment regarding disclosure and conflict of interest, would provide a more accurate measure of graduates' readiness for the organizational environments described throughout this article [2, 3].

Faculty development is a further precondition for implementing the curricular reforms outlined above. Instructors trained primarily within a single disciplinary tradition, whether traditional reporting, public relations or advertising, may require targeted professional development themselves before they can effectively teach an integrated, hybrid curriculum. Partnerships between journalism schools and industry, including guest instruction from practitioners already working within converged newsroom structures, can help bridge this gap, ensuring that the practice-based pedagogical methods recommended in the PR education literature [2, 4] are delivered by instructors with direct experience of the organizational realities students will encounter after graduation.

Limitations and Directions for Future Research

This article is based on a synthesis of existing research on PR job advertisements, newsroom organization and journalism competency frameworks, and it does not present new empirical data collected specifically for this study. As such, its conclusions should be understood as an interpretive synthesis rather than as findings derived from an original survey or case study. Future research could usefully extend this analysis through comparative case studies of specific media organizations across different national markets, examining how the organizational models identified here are implemented in practice and what obstacles managers encounter when attempting to build agile, cross-functional communication structures.

Further research could also examine how journalism education programs measure the actual acquisition of the hybrid competency profile described in this article, since most of the evidence reviewed here concerns curriculum design and pedagogical method rather than validated outcome measures. Longitudinal studies tracking graduates from journalism and communication programs into hybrid newsroom roles would help clarify which specific combinations of hard and soft competencies are most strongly associated with long-term professional success in this evolving media environment.

A further limitation concerns the sectoral and organizational-size variation discussed above, which is presented here primarily as an interpretive framework rather than as a finding supported by dedicated comparative data. Future studies employing matched samples of digital-native, print and broadcast organizations of varying size would allow the moderating role of sector and scale to be tested more rigorously, potentially revealing thresholds at which organizational convergence accelerates or stalls. Such research would also help identify which specific governance mechanisms are most effective at preserving editorial independence within highly integrated, agile newsroom structures, an ethical question that this article has addressed only at the level of general principle rather than through evaluation of specific policy instruments [2, 9].

Conclusions

The organization of advertising and PR activity in the modern media environment has moved away from a model of strict separation between editorial and communication functions toward a more integrated, agile and strategically coordinated structure. This organizational shift has direct implications for the professional competencies required of journalists, who must increasingly combine traditional editorial skills with digital, analytical and strategic communication competencies historically associated with PR and advertising.

The analysis presented in this article identifies three interconnected dimensions of this transformation: a labor-market dimension, in which job requirements increasingly blend editorial, PR and advertising skills; an organizational dimension, in which agile, cross-functional workflows replace departmental separation; and an educational dimension, in which practice-based training methods developed for PR professionals are increasingly relevant to journalism education as well.

Effective preparation for this hybrid professional environment requires both organizational adaptation within media outlets and practice-based educational approaches capable of developing the combined competency profile that the modern media environment now demands.

A fourth dimension, addressed at the level of general principle in this article, concerns the ethical governance of converged newsroom structures. As organizational and technical boundaries between editorial and promotional content continue to weaken, the preservation of audience trust depends increasingly on deliberate policy choices, disclosure practices, editorial style guides and ethics training, rather than on the informal safeguards provided by departmental separation. Media managers and educators who treat this ethical dimension as inseparable from the technical and analytical competencies discussed throughout this article are best positioned to prepare journalists for a converged media environment that remains both commercially sustainable and worthy of public trust.

Future work that combines comparative organizational case studies with validated measures of competency acquisition among journalism graduates would help translate the interpretive synthesis offered here into more actionable guidance for media managers and educators seeking to prepare journalists for a media environment in which the boundaries between journalism, PR and advertising continue to blur.

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