

A COMPETENCY-BASED APPROACH TO COMMUNICATION MANAGEMENT AS APPLIED TO THE SOUTH AFRICAN BUSINESS ENVIRONMENT

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ABSTRACT

Change in the external environment, without exception, impacts upon the organisation and in particular the practising of public relations. Since the beginning of the nineties, the South African business environment is characterised by the redefinement of business practices and partners and the shifting of boundaries as an expression of the globalization of the world economy. The lifting of sanctions, together with the events that took place in the political arena, introduced unprecedented changes in the legal-political, economic and social environments. Against this background, an urgent need for the development of a context sensitive generic framework of required outputs for communication managers in a changing business environ-

ment, based on an integrated approach, was identified.

This article provides an overview of the dynamics of change in the external environment and the impact it has on the public relations function. A brief discussion regarding standard setting as envisaged by the National Qualifications Framework (NQF) and the professionalisation of public relations, with specific reference to training needs and accreditation, is included. The article also attempts to provide insight into the empirical process that led to the development of a generic framework and the hierarchical classification of outputs according to levels of work.

INTRODUCTION

South African organisations were excluded from international markets since the eighties when a variety of political, economic, diplomatic and social sanctions were imposed (Koenderman, 1982:19-22) causing business to be operated in isolation from international competition and technological advancements. The re-introduction of South Africa into the international markets not only gave South African businesses the opportunity to expand their

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Table of Contents Management A Competency Based Approach Instructors Manual

1. Understanding the eBook Management A Competency Based Approach Instructors Manual
 - The Rise of Digital Reading Management A Competency Based Approach Instructors Manual
 - Advantages of eBooks Over Traditional Books
2. Identifying Management A Competency Based Approach Instructors Manual
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Management A Competency Based Approach Instructors Manual
 - User-Friendly Interface
4. Exploring eBook Recommendations from Management A Competency Based Approach Instructors Manual
 - Personalized Recommendations
 - Management A Competency Based Approach Instructors Manual User Reviews and Ratings
 - Management A Competency Based Approach Instructors Manual and Bestseller Lists
5. Accessing Management A Competency Based Approach Instructors Manual Free and Paid eBooks
 - Management A Competency Based Approach Instructors Manual Public Domain eBooks
 - Management A Competency Based Approach Instructors Manual eBook Subscription Services

- Management A Competency Based Approach Instructors Manual Budget-Friendly Options
- 6. Navigating Management A Competency Based Approach Instructors Manual eBook Formats
 - ePub, PDF, MOBI, and More
 - Management A Competency Based Approach Instructors Manual Compatibility with Devices
 - Management A Competency Based Approach Instructors Manual Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Management A Competency Based Approach Instructors Manual
 - Highlighting and Note-Taking Management A Competency Based Approach Instructors Manual
 - Interactive Elements Management A Competency Based Approach Instructors Manual
- 8. Staying Engaged with Management A Competency Based Approach Instructors Manual
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Management A Competency Based Approach Instructors Manual
- 9. Balancing eBooks and Physical Books Management A Competency Based Approach Instructors Manual
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Management A Competency Based Approach Instructors Manual
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Management A Competency Based Approach Instructors Manual
 - Setting Reading Goals Management A Competency Based Approach Instructors Manual
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Management A Competency Based Approach Instructors Manual
 - Fact-Checking eBook Content of Management A Competency Based Approach Instructors Manual
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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