

CONTENTS IN BRIEF

Preface.	xv
Acknowledgments.xvii

PART ONE: FOUNDATIONS OF COMMUNICATION

1	Introducing Communication	3
2	A Model of Communication Competence	23
3	Perception, Culture, and the Self.	45
4	Language Competence	69
5	Nonverbal Communication Competence	89
6	Listening Competence	111

PART TWO: INTERPERSONAL COMMUNICATION

7	Interpersonal Communication: Building Knowledge.	131
8	Interpersonal Communication	151

PART THREE: SMALL-GROUP COMMUNICATION AND LEADERSHIP

9	Small Groups and Decision Making	175
10	Leadership in Small Groups	199

PART FOUR: PUBLIC SPEAKING

11	Speech Preparation	221
12	Speech Presentation	247
13	Speaking to Inform	275
14	Speaking to Persuade.	297

PART FIVE: 21ST-CENTURY COMMUNICATION

15	Mass Communication and Media Convergence	323
	Glossary	353
	Subject Index	369
	Author Index	375

DETAILED TABLE OF CONTENTS

Preface.	xv
Acknowledgments.xvii

PART ONE: FOUNDATIONS OF COMMUNICATION

1	Introducing Communication	3
	What Is Communication?	5
	Messages.	6
	Media.	7
	Meaning.	8
	Managing.	8
	Models of Communication.	8
	Communication as informing.	9
	Communication as persuading.. . . .	11
	Communication as relating.	11
	Assumptions about Communication	14
	Communication is a process.	14
	Communication creates our social worlds.. . . .	16
	Communication is functional and adaptive.	16
	The Importance of Communication	17
	Chapter Summary.	18
2	A Model of Communication Competence	23
	What Is Communication Competence?	24
	Competence as an impression.	25
	The competence grid.	26
	Ethics and communication competence.	28
	Components of a Communication Competence Model	29
	Motivation.. . . .	29
	Knowledge.. . . .	30
	Skills.. . . .	30
	Context.	31
	The Process Model of Communication Competence	34

	Overcoming Challenges to Communication Competence	36
	Communication apprehension.	37
	Globalization, technology, and media convergence.	37
	Chapter Summary.	38
3	Perception, Culture, and the Self.	45
	What Is Perception?	47
	Defining perception.	47
	Perception as noticing.	47
	Perception as organizing.	48
	Perception as interpreting.	49
	Culture's Effect on Perception.	52
	Culture and variations in perception.	53
	Developing Self-Concept	53
	Communication and sense of self.	54
	The 21 st -century self.	54
	Expressing Self to Others	56
	Definition of self-disclosure.	56
	Dimensions of self-disclosure.	58
	Overcoming Challenges to Perception	59
	Choice making and perception.	59
	Impact of media and technology.	61
	Chapter Summary.	62
4	Language Competence	69
	What Is Language?	71
	Defining language.	71
	Language as a set of symbols.	71
	Language as a set of rules.	73
	Valuing language.	74
	Functions of Language	75
	Noticing things.	75
	Creating opportunities <i>and</i> constraints.	76
	Facilitating interactions.	78
	Overcoming Challenges to Language Competence	79
	Language communities.	80
	Impact of media and technology.	82
	Chapter Summary.	82
5	Nonverbal Communication Competence	89
	What Is Nonverbal Communication?	91
	Defining nonverbal communication.	91
	Valuing nonverbal communication.	92
	Functions of Nonverbal Communication	92
	Complementing verbal messages.	92
	Regulating interactions and defining relationships.	93
	Types of Nonverbal Messages	94
	Physical appearance and first impressions.	94

	Body language, gestures, face, and eye contact.	94
	Touch.	98
	Voice.. . . .	98
	Time and space.	99
	Overcoming Challenges to Nonverbal Competence	102
	Quantity, constancy, and awareness of nonverbal cues.	102
	Individual, gender, and cultural differences.	103
	Impact of media and technology.	103
6	Chapter Summary.	104
	Listening Competence	111
	What Is Listening	113
	Defining listening.	113
	Valuing listening.	115
	Types of Listening.	115
	To learn and comprehend.	115
	To evaluate and critique.	116
	To empathize and understand.	117
	Integrating types of listening.	117
	Overcoming Challenges to Listening Competence	118
	Physical, psychological, and interaction barriers.. . . .	118
	Online and electronic barriers.	120
	Chapter Summary.	123

PART TWO: INTERPERSONAL COMMUNICATION

7	Interpersonal Communication: Building Knowledge.	131
	What Is Interpersonal Communication?	133
	Interpersonal communication as interaction.	133
	Interpersonal communication as relationship.. . . .	133
	Content Knowledge and Interpersonal Communication	134
	Repertoires and roles.	135
	Scripts and stories.	136
	Rules and norms	139
	Overcoming Challenges to Interpersonal Relationships	140
	Planning.	140
	Empathy and perspective taking.	141
	Knowledge-gaining strategies.	142
	Chapter Summary.	143
8	Interpersonal Communication	151
	Understanding Interpersonal Skills.	153
	Characteristics of skills.	153
	Types of interpersonal skills.. . . .	155
	Overcoming Challenges to Interpersonal Communication Skills	161
	Adaptability and consistency.	161
	Self-interests and other-interests.	161

Impact of computer-mediated communication on interpersonal skills.	162
Chapter Summary.	164

PART THREE: SMALL-GROUP COMMUNICATION AND LEADERSHIP

9	Small Groups and Decision Making	175
	What Is a Small Group?	177
	Defining a small group.	177
	Determining when groups should make decisions.	178
	Making Group Decisions	179
	Distinguishing problem solving and decision making.	180
	Defining group decision-making tasks.	181
	Using communication in group decision making.	183
	Task Skills for Making Decisions.	184
	Defining and analyzing the problem.. . . .	184
	Identifying criteria for solving the problem.	186
	Generating and evaluating solutions.. . . .	186
	Overcoming challenges to decision making	187
	Groupthink.	187
	Divergent and convergent thinking.	189
	Impact of media and technology on groups and teams.	192
	Chapter Summary.	193
10	Leadership in Small Groups	199
	What Is Leadership?	201
	Defining leadership.. . . .	201
	Leadership and change.	203
	Leadership and conflict.	204
	Overcoming Challenges to Competent Leadership	208
	Controlling the climate.	208
	Exploring multiple positions.	209
	Framing the issues.	210
	Impact of media and technology on leadership in groups.	211
	Chapter Summary.	213

PART FOUR: PUBLIC SPEAKING

11	Speech Preparation	221
	Rhetoric and History of Public Speaking	223
	The Greek period.	223
	The Roman period.	223
	What Is Public Speaking?	224
	Types of speeches.	224
	Types of delivery.. . . .	224
	Analyzing the Audience and Situation	226
	The listeners.	226
	The situation.	229

Choosing and Narrowing the Topic.	230
Finding a good topic.	230
Adapting and narrowing the topic.	230
Developing a Speech Purpose and Thesis Statement	230
General purpose and specific purpose.	231
Thesis statement.	231
Gathering Support Materials	231
Personal observations and conducting interviews.	231
Using the Internet.	232
Evaluating Internet sources.	233
Using the library.	233
Support materials and critical thinking.	234
What you should do.	234
What you should not do	235
Organizing and Outlining	235
Organizational patterns.	235
Basics of outlining.	236
Types of outlines.	237
Introduction, body of the speech, and conclusion.	239
Chapter Summary.	240
Speech Presentation	247
Presenting with Competence and Credibility	249
Becoming a credible speaker.	249
Becoming a competent presenter.	250
Using Words.	250
Clarity, vividness, and appropriateness.	251
Using Your Voice	254
Rate, pitch, and volume.	254
Speaking Correctly and Appropriately.	255
Pronunciation, articulation, and grammar.	256
Using Nonverbal Cues in Public Speaking	257
Appearance.	257
Posture and body movement.	257
Gestures.	258
Facial expression.	258
Eye contact.	258
Using Presentation Aids.	260
Types of aids.	260
Computerized presentations.	262
Overcoming Challenges to Public-Speaking Competence	264
Public-speaking anxiety.	264
Public speaking on the web.	266
Chapter Summary.	269
Speaking to Inform	275
Understanding the Informative Speech	277
What is an informative speech?.	277

	The importance of informative speaking skills.278
	Types of informative speeches.279
	Organizing and Outlining an Informative Speech.281
	By topic.283
	By time.283
	By space.284
	Comparison and contrast.284
	Cause and effect.285
	Using Support Materials to Inform286
	Definitions and descriptions.287
	Examples and stories.287
	Testimonies and quotations.288
	Facts and statistics.288
	Ethics and Informative Public Speaking289
	Overcoming Challenges to Informative Speaking290
	Inappropriate subject or topic.290
	Faulty information.290
	Poor organization.291
	Chapter Summary.291
14	Speaking to Persuade.297
	Understanding the Persuasive Speech299
	What is a persuasive speech?.299
	The importance of persuasive speaking skills..299
	Types of persuasive speeches.300
	Organizing and Outlining a Persuasive Speech.302
	By problem-solution and the motivated sequence.302
	By refuting the opponent.305
	By comparing alternatives.305
	Making Your Argument Persuasive.307
	Logical appeals.307
	Emotional appeals.309
	Character appeals.310
	Ethics and Persuasive Public Speaking.311
	Overcoming Challenges to Persuasive Speaking311
	Persuasion failure rate..311
	Audience reaction factor.313
	Chapter Summary.314

PART FIVE: 21ST-CENTURY COMMUNICATION

15	Mass Communication and Media Convergence323
	Media and Mass Communication: From One-to-One to One-to-Many325
	History of mass communication.328
	Major theories of mass communication..328
	Models of mass communication.330
	Media Convergence: From One-to-Many to One-to-Any332

Computer-Mediated Communication Competence	333
The importance of technology and mediated communication.	333
Characteristics of computer-mediated communication.	336
Overcoming Challenges to Computer-Mediated	
Communication competence	337
Challenges of message ambiguity, complexity, and emotionality.	337
Overcoming the challenges.	339
Chapter Summary.	343
Glossary	353
Author Index	369
Subject Index	375