



CK.0000073438

Fourth Edition

# FUNDAMENTALS OF HUMAN COMMUNICATION

*Social Science in Everyday Life*



Margaret H. DeFleur • Patricia Kearney • Timothy G. Plax • Melvin L. DeFleur

# Fundamentals of Human Communication

Social Science in Everyday Life

Fourth edition

Margaret H. DeFleur

*Louisiana State University*

Patricia Kearney

*California State University, Long Beach*

Timothy G. Plax

*California State University, Long Beach*

Melvin L. DeFleur

*Louisiana State University*



**GIFT OF THE ASIA FOUNDATION  
NOT FOR RE-SALE**

**QUÀ TẶNG CỦA QUỸ CHÂU Á  
KHÔNG ĐƯỢC BÁN LẠI**





FUNDAMENTALS OF HUMAN COMMUNICATION: SOCIAL SCIENCE IN EVERYDAY LIFE,  
FOURTH EDITION

Published by McGraw-Hill, a business unit of The McGraw-Hill Companies, Inc., 1221 Avenue of the Americas, New York, NY, 10020. Copyright © 2014 by The McGraw-Hill Companies, Inc. All rights reserved. Printed in the United States of America. Previous editions © 2005, 1998, and 1993. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of The McGraw-Hill Companies, Inc., including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning.

Some ancillaries, including electronic and print components, may not be available to customers outside the United States.

This book is printed on acid-free paper.

1 2 3 4 5 6 7 8 9 0 QFR/QFR 1 0 9 8 7 6 5 4 3

ISBN 978-0-07-803689-7

MHID 0-07-803689-5

Vice President & Editor-in-Chief: *Michael Ryan*

Executive Director of Development: *Lisa Pinto*

Managing Director: *Gina Boedeker*

Marketing Specialist: *Alexandra Schultz*

Managing Development Editor: *Penina Braffman*

Editorial Coordinator: *Adina Lonn*

Senior Project Manager: *Joyce Watters*

Buyer: *Nichole Birkenholz*

Media Project Manager: *Sridevi Palani*

Cover Designer: *Studio Montage, St. Louis, MO*

Typeface: *10/12 Sabon*

Compositor: *Cenveo® Publisher Services*

Printer: *Quad/Graphics*

All credits appearing on page or at the end of the book are considered to be an extension of the copyright page.

**Library of Congress Cataloging-in-Publication Data**

Fundamentals of human communication: social science in everyday life / Margaret H. DeFleur, Louisiana State University, Patricia Kearney, California State University, Long Beach, Timothy G. Plax, California State University, Long Beach, Melvin L. DeFleur, Louisiana State University.—  
Fourth edition.

pages cm.

ISBN 978-0-07-803689-7 — ISBN 0-07-803689-5

I. Communication. I. DeFleur, Margaret H. II. Kearney, Patricia, 1949- III. Plax, Timothy G. IV. DeFleur, Melvin L. (Melvin Lawrence), 1923-  
P90.D4415 2013  
302.2—dc23

2012044651

The Internet addresses listed in the text were accurate at the time of publication. The inclusion of a website does not indicate an endorsement by the authors or McGraw-Hill, and McGraw-Hill does not guarantee the accuracy of the information presented at these sites.

# Contents in Brief

Preface xiii

## part one

### Basics of Communication

- chapter 1** The Communication Process: An Overview 1
- chapter 2** Verbal Communication: Using Speech and Language 33
- chapter 3** Nonverbal Communication: Communicating Without Language 64
- chapter 4** The Importance of Listening 94

## part two

### Communicating in Distinctive Contexts

- chapter 5** Communicating Interpersonally 118
- chapter 6** Communicating in Small Groups 144
- chapter 7** Communicating in Organizations 174
- chapter 8** Communicating Between Cultures 205

## part three

### Managing Personal Communication Processes

- chapter 9** Presenting Yourself Effectively 238
- chapter 10** Overcoming Communication Apprehension 267
- chapter 11** Influencing Others 293
- chapter 12** Coping with Conflict 321

## part four

### Understanding Communication Media

- chapter 13** Using Media to Communicate Interpersonally 342
- chapter 14** Understanding Mass Communication 368
- chapter 15** Understanding Communication Research 396

Glossary G-1

Credits C-1

Index I-1

# Contents

Preface xiii

## part one

## Basics of Communication

### chapter 1 The Communication Process: An Overview 1

The Significance of Communication in Human Life 3

Defining Communication 6

Communication as Linear Process: An Analytic Model 9

Stage One: Deciding on the Message 11

Stage Two: Encoding the Intended Meanings 12

Stage Three: Transmitting the Message as Information 19

Stage Four: Perceiving the Information as a Message 19

Stage Five: Decoding and Interpreting the Message 20

Interactive Communication: A Simultaneous Transactions Model 20

Encoding and Decoding 23

Role-Taking and Feedback 23

Influences of Prior Communication 23

Influences of Physical Surroundings 23

Influences of Sociocultural Situations 23

Influences of Social Relationships 23

Accuracy in Communication 24

**BOX 1.1** A Closer Look: Distortion in Communication 26

**BOX 1.2** Ethical Concerns: Dilemmas in Communication 27

**BOX 1.3** Communication Competence Scale (CCS) 28

Brief Chapter Review 29

Key Terms 30

Notes 30

### chapter 2 Verbal Communication: Using Speech and Language 33

The Animal Kingdom: Communicating without Language 35

The Case of Clever Hans 36

Communicating with Learned Signs 37

Trying to Teach Apes to Talk 38

The Human Experience: The Development of Speech and Language 41

The Beginnings: Gaining the Ability to Talk 41

Expanding Verbal Communication: Conquering Time and Distance 41

The Basic Nature of Language 45

Language Symbols and Their Referents 45

**BOX 2.1** A Closer Look: The Principles of Symbols 46

Language as Conventions 47

How Language Serves Us Today: Individually and Collectively 50

<b>BOX 2.2</b> Ethical Concerns: What Significance Should We Put on Grammar? 51
Language and the Social Construction of Reality 52
Human Cognitive Processing 55
Language and the Accumulation of Culture 56
Symbolic Interaction: The Key to Developing Mind, Self, and Society 57
<b>BOX 2.3</b> Talkaholic Scale 60
Chapter Review 61
Key Terms 62
Notes 62

## chapter 3 Nonverbal Communication: Communicating Without Language 64

The Relationship Between Verbal and Nonverbal Communication 65
Complementing Our Verbal Meanings 66
Regulating Verbal Interaction 67
Substituting Actions for Words 67
<b>BOX 3.1</b> A Closer Look: Common “Emblems” Used in the United States 68
Contradicting Our Verbal Meanings 68
Interpreting Nonverbal Communication 69
<b>BOX 3.2</b> A Closer Look: Four Major Ways We Use Nonverbal Communication 70
“Things” That Communicate 70
Using the Body to Send Messages 70
Communication with Artifacts 72
Communicating with Clothing 73
Nonverbal Sexual Communication in the Workplace 75
Actions That Communicate 76
Body Movements and Gestures 76
Nonverbal Uses of the Voice 77
Eye Contact 78
Using Space and Distance 79
<b>BOX 3.3</b> A Closer Look: Techniques to Prevent Territorial Encroachment 81
Touch 82
Time 84

Communication as an Integrated Process 86
The Importance of Nonverbal Immediacy 86
Applying the Immediacy Principle 87
<b>BOX 3.4</b> It’s Your Turn . . . : How Nonverbally Immediate Are You? 88
<b>BOX 3.5</b> Ethical Concerns: Using Nonverbal Behaviors Responsibly 89
Chapter Review 90
Key Terms 90
Notes 90

## chapter 4 The Importance of Listening 94

<b>BOX 4.1</b> Workplace Perspective: Five Ways to Really Irritate Your Employees 96
The Listening Process 97
Listening as Behavior 97
What We Gain from Effective Listening 98
<b>BOX 4.2</b> A Closer Look: The Four Primary Purposes of Listening 99
Actions Required of Effective Listeners 101
<b>BOX 4.3</b> A Closer Look: Visible Characteristics of Good and Poor Listeners 102
The Listening Encounter 103
Sender-Receiver Reciprocity 103
<b>BOX 4.4</b> Listening Strengths and Weaknesses Inventory 104
<b>BOX 4.5</b> A Closer Look: Listening Responsibilities 106
Sender-Receiver Similarity 107
Misconceptions That Impair Listening 108
Inaccurate Assumptions about Listening 108
Five Barriers to Effective Listening 109
A Seven-Feature Plan for Strategic Listening 111
Be Mindful of Your Self-Talk 111
Prepare Yourself to Listen 112
<b>BOX 4.6</b> A Closer Look: Features of a Sound Listening Plan 113

Control Your Concentration	113
Show Alertness and Interest	113
Search Actively for Meaning	114
Keep Active while Listening	114
Suspend Judgment about Message and Source	115

<b>BOX 4.7</b> Ethical Concerns: Effective Listening	115
Chapter Review	115
Key Terms	116
Notes	116

## part two

## Communicating in Distinctive Contexts

### chapter 5 Communicating Interpersonally 118

#### Communicating in an Interpersonal Context 119

Characteristics of Interpersonal Communication 120

Reasons for Initiating and Maintaining Relationships 123

#### **BOX 5.1** A Closer Look: Characteristics of Interpersonal Communication 124

#### Engagement: The Initial Encounter 127

The Critical First Moments 127

The Skills of Small Talk 129

#### Management: Moving Toward and Maintaining Intimacy 132

#### **BOX 5.2** A Closer Look: Guidelines for Successful Small Talk 132

#### **BOX 5.3** Assessing Your Small Talk 133

Assessing Costs and Benefits 134

Revealing Core Information about Self 135

Communicating with an Intimate Other 136

#### **BOX 5.4** Ethical Concerns: Is “Being Intimate” A Code Phrase for “Having Sex”? 137

#### Disengagement: Communicating When Relationships Erode 138

Explaining the Reasons for Disengagement 138

Saying Goodbye 139

#### Chapter Review 140

#### Key Terms 141

#### Notes 141

### chapter 6 Communicating in Small Groups 144

#### The Nature of Human Groups 146

Groups versus Social Categories 146

The Basics of Social Organization 147

#### **BOX 6.1** A Closer Look: Social Organization 149

Informal versus Formal Communication 149

The Consequences of Group Size 150

#### Stages in Group Development 151

Forming: The Stage of Initial Orientation 151

#### **BOX 6.2** A Closer Look: Tuckman’s Four Stages in Group Development 152

Storming: The Stage of Emerging Conflict 152

Norming: The Stage of Stabilization 153

Performing: The Stage of Task Achievement 153

#### Informal Communication in Small, Intimate Groups 153

Communicating within the Family 153

Communicating with Peers 156

Patterns of Communication in Small, Intimate Groups 156

#### Communicating in Task-Oriented Discussion Groups 158

Informal versus Formal Discussion Groups 158

Small, Task-Oriented Discussion Groups with Specific Objectives 159

Patterns of Communication in Task-Oriented Groups 161

<b>BOX 6.3</b> Assessing Your Leadership Style	162
Communicating in Formal Decision-Making Groups	164
Goals Pursued in Formal Decision-Making Groups	164
Patterns of Communication in Formal Decision-Making Groups	166
Group Cohesion and Disorganization	167
Distinct Bases of Cohesion	167
Communication Breakdown and Group Disorganization	168
<b>BOX 6.4</b> Ethical Concerns: Groupthink as Group Breakdown	169
Chapter Review	169
Key Terms	170
Notes	170

## chapter 7 Communicating in Organizations 174

The Nature and Functions of Organizations	175
Society's Need for Organizations	176
Bureaucracy as a Theory of Formal Social Organization	177
<b>BOX 7.1</b> What's Your Office Politics IQ?	178
<b>BOX 7.2</b> A Closer Look: Basic Social Institutions	180
Max Weber's Classical Theory of Bureaucracy	180
<b>BOX 7.3</b> A Closer Look: Weber's Four Principles of Bureaucracy	180
The Emergence of "Rational" Society	181
Weber's Principles	181
Management's Designs for Organizational Communication	182
Human Use Perspectives	183
Human Relations Perspectives	186
Human Resources Perspectives	188
Contemporary Perspectives	190
The Flow of Messages in Large Organizations	190

<b>BOX 7.4</b> Workplace Perspective: Ten Easy Rules for Managing Your Manager	191
Formal Communication through Official Channels	191
<b>BOX 7.5</b> A Closer Look: Messages Can Be Distorted as They Move Up the Line	194
<b>BOX 7.6</b> A Closer Look: Messages Can Be Distorted as They Move Down the Line	195
Informal Communication in Organizational Contexts	196
Distortion of Messages in the "Grapevine"	197
Implications for Managers	199
Consequences of Organizational Communication	200
Chapter Review	201
Key Terms	202
Notes	202

## chapter 8 Communicating Between Cultures 205

<b>BOX 8.1</b> A Closer Look: The Meaning of the Term <i>Culture</i>	207
The Nature of Culture	207
General Culture	208
Specialized Cultures	208
Dealing with Diversity	210
Excessive Ethnocentrism	211
<b>BOX 8.2</b> Are You Ethnocentric?	212
Cultural Relativity	213
The Influence of Culture on Communication	214
Intercultural Communication Defined	214
Principles of Intercultural Communication	215
Features of Culture That Make a Difference	216
Individualism and Collectivism	217
High and Low Context	217
High and Low Power Distance	219
Masculinity and Femininity	220
Unique Styles of Communication Common in Specialized Cultures	221



<b>BOX 8.3</b> A Closer Look: Cultural Features Affecting Communication	222
European Americans	222
Latinos and Latinas	224
African Americans	225
Asian Americans	226
Native Americans	227
Middle Eastern Americans	229
Females and Males	230

Communicating Successfully in Intercultural Contexts	232
--	-----

<b>BOX 8.4</b> A Closer Look: Tips for Successful Intercultural Communication	233
Chapter Review	233
Key Terms	234
Notes	234

## part three

## Managing Personal Communication Processes

### chapter 9 Presenting Yourself Effectively 238

The Impressions You Make in Initial Encounters	239
What Research Tells Us about Initial Impressions	239
Problems in Initial Encounters	244

Presenting Yourself in Encounters That Really Matter	247
Goals in Initial Encounters	247
Preselecting the Impressions You Want to Make	248

<b>BOX 9.1</b> A Closer Look: Principles for Preselecting Initial Impressions	251
Assessing the People You Meet	251

<b>BOX 9.2</b> A Closer Look: The Attribution Process	252
Getting People to Like You	254

Deciding What to Say	255
Self-Disclosure in Initial Encounters	255

<b>BOX 9.3</b> A Closer Look: Affinity-Seeking Strategies	256
---	-----

<b>BOX 9.4</b> Self-Disclosure Test: Psychology Today's "Self-Disclosure Test"	258
--	-----

<b>BOX 9.5</b> A Closer Look: Why Does Dexter Morgan Seem So Likable?	259
Talking with People You Have Just Met	259

Changing Negative Impressions	261
The Inflexible Nature of Preexisting Impressions	261
Overcoming Resistance to Change	262
Constructing New Realities	263

Chapter Review	264
Key Terms	264
Notes	265

### chapter 10 Overcoming Communication Apprehension 267

Communication Apprehension as a Common Reaction	268
Individuals High and Low in Apprehension	269
Experiencing Communication Apprehension	271
Causes of Communication Apprehension	271
Contextual Sources of Anxiety	271

<b>BOX 10.1</b> A Closer Look: Contextual Causes of Communication Apprehension	272
Learning to Be Apprehensive	274

<b>BOX 10.2</b> A Closer Look: Social Learning Theory versus Reinforcement Theory	277
---	-----

Consequences of High and Low Communication Apprehension	278
In the Classroom	279
In Social Encounters	279

<b>BOX 10.3</b> Personal Report of Communication Apprehension-24 (CA)	280
At Work	280
In Lifelong Careers	281

Dealing with Stage Fright	283
The Contributions of the Context	283
The Contributions of the Speaker	283

Reducing Communication	
Apprehension	284
Systematic Desensitization	284
Cognitive Restructuring	286
<b>BOX 10.4</b> A Closer Look: Cognitive Restructuring	287
Skills Training	288
<b>BOX 10.5</b> Ethical Concerns: Implications of Communication Apprehension	288
Chapter Review	289
Key Terms	290
Notes	290

## chapter 11 Influencing Others 293

The Importance of Persuasion in Everyday Life	294
Person-to-Person Persuasion	294
Linear versus Transactional Views of Persuasion	296
A Formal Definition of Persuasion	297
Alternative Methods for Achieving Influence	297
<b>BOX 11.1</b> A Closer Look: Why People Comply with Persuasive Messages	298
Coercion	298
Social Expectations	298
Cognitive Reorganization	299
<b>BOX 11.2</b> A Closer Look: The Process of Cognitive Reorganization	302
<b>BOX 11.3</b> A Closer Look: Three Issues in the Relationship between Attitudes and Actions	306
Understanding Resistance and Yielding	307
Resistance as Reaction to Persuasion Attempts	307
<b>BOX 11.4</b> A Closer Look: Brehm's Theory of Psychological Reactance	308
Types of Resistance	308
Types of Yielding	310

Traditional Communication Strategies for Influencing People	311
Understanding Characteristics of Receivers	312
Features of Effective Messages	312
Credibility of the Source	314
The Elaboration Likelihood Model of Persuasion	314
<b>BOX 11.5</b> Assessing Source Credibility	315
Chapter Review	317
Key Terms	318
Notes	318

## chapter 12 Coping with Conflict 321

The Major Characteristics of Conflict	323
Formulating a More Precise Definition	324
Consequences of Conflict	325
<b>BOX 12.1</b> A Closer Look: Observable Indicators of Unproductive and Productive Conflict	327
Common Causes of Conflict	328
Misunderstood Meanings as a Primary Cause	328
Contextual Factors That Can Generate Conflict	329
Personal Styles of Coping with Conflict	331
<b>BOX 12.2</b> A Closer Look: Kilmann and Thomas's Coping Strategies for Conflict	332
The Competitive Style	332
The Collaborative Style	332
The Compromising Style	333
The Avoidance Style	333
The Accommodating Style	334
Successful Conflict Negotiation	334
Understanding Negotiation	334
Guidelines for Negotiation	335
<b>BOX 12.3</b> Argumentativeness Scale (ARG)	336
<b>BOX 12.4</b> A Closer Look: Eight Recommendations for Principled Negotiation	338
<b>BOX 12.5</b> Ethical Concerns: Dirty Tricks	340
Chapter Review	340
Key Terms	341
Notes	341