



Selected Chapters from

Human Communication
Principles and Contexts

Eleventh Edition

Tubbs • Moss

**Communicating
Effectively**

Ninth Edition

Hybels • Weaver

For University of Oklahoma

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Human Communication *Principles and Contexts*

Eleventh Edition

Stewart L. Tubbs

Eastern Michigan University

Sylvia Moss



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& COMMUNICATING EFFECTIVELY, Ninth Edition
with University of Oklahoma: Department of Communication chapter
Katherine M. Kelley, Editor
For University of Oklahoma

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DEDICATION

To Gail, Brian, Michelle, Connor, Kelly, John, and Baby Campbell
Harry, Sara, Michael, and Sarah

PREFACE

This eleventh edition of *Human Communication* continues a long and engaging collaboration in which we have traced many new developments in our field and have each explored areas of special interest. It is designed to give students a broad-based and up-to-date survey of the entire discipline. As always, we are committed to presenting students with a comprehensive theoretical base and an understanding of how modern communication has evolved and continues to grow, resulting in changes that affect numerous aspects of their everyday lives.

Once again we have focused on the traditional concerns of this discipline while expanding upon specific areas of interest for today's curriculum. Along with our traditional approach of fusing current and classical communication theories, concepts, and skills, we have also expanded our treatment of media and technology and its effects on communication, conflict as it relates to business communication, and the complexities of intercultural communication and ethics.

As a result of this focus, we have tried to create a text that has immediacy and relevance for students and instructors, one that reflects our long-term goals of understandability while introducing rich concepts and theories without oversimplification and using language that is clear, vivid, and precise.

NEW TO THIS EDITION

Among our changes are revised or expanded coverage of the following topics:

- **Conflict:** New sections on ethnic conflict management and an expansion of our treatment of conflict as it relates to business communication.

- **Relationships:** New sections on the effects of deception in close relationships, the changing nature of marriage and families, and new research on dating.
- **Mass Communication and the New Technologies:** New discussion of agenda setting; the potential of the Internet; extensive discussion of media influences on society, including politics; how the use of new technologies is changing our world; and a new section on video games.
- **The Verbal Message:** Coverage of recent controversies in the media regarding celebrities and offensive language; slang; and expanded coverage on language and sexism.
- **Ethics:** Expanded material on ethical decision making; privacy and disclosure; the complexities of leaks; and the implications of lying.
- **Intercultural Communication:** Expanded treatment of intercultural understanding, including a new section on furthering greater tolerance and harmony, as well as new research on stereotyping, ethics, and values.

Other changes include:

- Seven new tables and figures to enhance the visual program of the text, including a media map of News Corporation, several items from the Reading the Mind in the Eyes test, and a table on singles and their relationships. There are also four new *Issues in Communication* boxes.
- More than 250 new citations and research references.

These revisions incorporate our responses to changes in current theories, issues, and research in communication.

PLAN OF THE BOOK

Chapter 1 introduces the process of human communication. It includes new research from *Harvard Business Review* about how to deal with the “conversational dead zone” resulting from spouses both working long hours; changes in the curricula at such universities as Dartmouth, Harvard, Michigan, MIT, and Stanford to include more emphasis on communication skills, including interpersonal, group, public, and organizational as well as conflict management and listening; Microsoft’s new software, “immortal computing,” for leaving messages and insights from one generation to future generations of family members; communication channels and the different ways of using the Web versus face-to-face, phone, text messaging, blogging, and e-mail; and use of communication technologies such as video-conferencing, group discussion spaces, and online communities.

Chapter 2 on person perception explores how we learn to view ourselves, how we form impressions of other people both face-to-face and online, as well as the accuracy of those perceptions. There are new findings on self-concept, self-esteem, and self-fulfilling prophecies as well as a new section on the attribution of humanness. There is also new discussion of how initial impressions can influence election outcomes and our perception of political candidates. A new *Issues in Communication* box discusses empathy and a new theory regarding empathic qualities. We also discuss new research findings on accurate person perception, including the concept of interpersonal sensitivity.

Chapter 3 on the elements of verbal communication has new interpretations of the Sapir-Whorf hypothesis, the use of language in branding such famous brands as “American Idol”; new-age technology terms creating a new form of slang; and coverage of the controversies over the use of offensive language by celebrities such as Michael Richards, Mel Gibson, Don Imus, and Isaiah Washington, even though some of it is commonly used in rap and hip-hop music.

In **Chapter 4** on nonverbal communication we move from the interpretation of nonverbal communication to spatial, temporal, and then vocal cues. There are new research findings and discussion concerning body orientation, the face as a source of information, cultural display rules, and doctor-patient communication. A new *Issues in Communication* box examines cues of power and dominance as well as the sometimes related cues of poise and self-confidence. There is also new material on major hand gestures. New discussion of deception cues includes recent research findings and an outline of nonverbal behaviors that are reliably associated with deception.

Chapter 5 on listening discusses types of listening and tips for improving listening skills. The chapter also discusses different communication styles and their effects on listening difficulties; listening and success in getting a job in sales and as a manager; as well as listening and effectiveness in academic advising.

Chapter 6 on conflict and negotiation has new and expanded sections on emotional intelligence and its relation to conflict management; intergroup conflicts, including large ethnic systems; ethnic conflict management; diagrammatic reasoning as a set of negotiation skills; as well as negotiation styles and support systems.

Chapter 8 on relationship processes has a new section that includes discussion and new research concerning close relationships as they are affected by lying and deception (as well as self-deception). In addition to a new section on minimal daters, another on online dating includes research on singles, their levels of commitment, and their interest in romantic relationships. Our discussion of family communication re-examines the concept of family and includes recent research findings about the changing nature of marriage and cohabitation.

The first of our chapters on communication contexts, **Chapter 9** on interpersonal communication is designed to dovetail with the relationship processes discussed in Chapter 8. We have added a new section on self-disclosure and self-presentation in Internet dating. There

is also a new *Issues in Communication* box on how expectations of intimacy and dependency in a relationship with a spouse can affect other close relationships. Also included are new discussions and research findings on attachment style; unreciprocated love; and cohabitation, marriage, and later marital stability.

Chapter 10 on intercultural communication has a new section on promoting intercultural understanding. It includes and extends earlier discussions of ethnocentrism, stereotyping, and polarization and goes on to consider recent research on intergroup relations and dialogue as well as community actions and the proposals of scholars from several disciplines for furthering communication and tolerance. This chapter also has new research findings on values and ethics. There is also new material on ways in which selected events are perceived and interpreted by members of different cultures and how such distinctions shed light on a recent international incident.

Chapter 11 on interviewing discusses types of interviews, how to prepare for a job interview, and tips on how to handle tough interview questions. The chapter also includes material on the SHARE method of interviewing in difficult conversations and new sections on cognitive interviewing and motivational interviewing.

Small group communication is the subject of **Chapter 12**. New to this chapter is coverage on the growing use of collaborative software, on the use of groups to influence communities, and research on the power of group decisions on such television shows as *Who Wants to Be a Millionaire?* and *The Apprentice*.

Chapter 13 on public communication covers presentations, speech anxiety, and the importance of credibility. New to this chapter are examples from the 2008 presidential race involving Joe Biden, Barack Obama, and Mitt Romney; speaking tips from experts; and the implications of the high demand for top public speakers such as Bill Clinton, at \$250,000 a speech, and Dana Carvey at \$75,000. Also new to this edition is informa-

tion on the use of improvisational training to help speakers and effective use of humor in speeches.

Chapter 14 on organizational communication has new research on the usefulness of informal communication in organizations, studies of communication effectiveness and financial success in companies, and the use of speed-dating techniques for business networking. The chapter also includes new information on the impact of miscommunication, with examples of global companies like Airbus and Ferrari experiencing multibillion-dollar problems. Cases of organizational culture problems at Wal-Mart and at Disney that resulted in scandals and firings of top executives are also discussed.

Our final chapter, **Chapter 15** on mass communication and the new technologies, once more has numerous changes. There is a new section on agenda setting and an expanded discussion of framing. New material on media consolidation now includes a media map. This chapter also includes an extensive discussion of presidential and congressional elections and whether voting choices are influenced by the various media. There is also a new *Issues in Communication* box on political satire, news, and spin. There are new research findings on how Americans use the Internet as well as new sections on video games and on cell phones. The discussion of social networks such as MySpace.com is new to this edition, and there are new research findings on the complex issue of whether the Internet affects social relationships. The potential of the Internet for international engagement is also considered.

RESOURCES

Human Communication continues to incorporate a variety of teaching and study aids throughout the text that we hope will benefit both students and instructors. Each chapter has a list of *Key Terms*, a *Summary*, a set of *Review Questions*, *Exercises*, and an annotated list of *Suggested Readings* of both popular and scholarly works.

The chapter pedagogies are supported by the text's free Online Learning Center (OLC) Web site, www.mhhe.com/tubbsmoss11, which provides further study aids with updated *PowerPoint* presentations, *Learning Objectives*, *Glossary*, and Web links. The updated *Instructor's Manual* and revised *Test Bank* are also available on the Web site.

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ABOUT THE AUTHORS

Stewart L. Tubbs

Stewart L. Tubbs is the Darrell H. Cooper Professor of Leadership in the College of Business at Eastern Michigan University and former Dean of the College of Business. He received his doctorate in Communication and Organizational Behavior from the University of Kansas. His master's degree in Communication and his bachelor's degree in Science are from Bowling Green State University. He has completed postdoctoral work in management at the University of Michigan, Harvard Business School, and Stanford Graduate School of Business. He is also a visiting professor at Koc University in Istanbul, Turkey.

Dr. Tubbs has also taught at General Motors Institute, and at Boise State University, where he was Chairman of the Management Department and, later, Associate Dean of the College of Business.

He has been named an Outstanding Teacher five times, has consulted extensively for Fortune 500 companies, and is former Chairman of the Organizational Communication division of the Academy of Management. In 1994, he received the Outstanding Leadership Award in London from the Academy of Business Administration and was also inducted into the Distinguished Alumni Hall of Fame by Lakewood High School in Lakewood, Ohio.

Dr. Tubbs is the author of *A Systems Approach to Small Group Interaction* and *Keys to Leadership: 101 Steps to Success*, and coauthor of *Interpersonal Communication* with Sylvia Moss. He is listed in *American Men and Women of Science*, *Contemporary Authors*, *Directory of American Scholars*, the *International Who's Who in Education*, and *Outstanding Young Men of America*.

Sylvia Moss

Sylvia Moss is a professional writer with a strong interest in the social sciences. She received her undergraduate education at Barnard College and the University of Wisconsin and holds graduate degrees from Columbia University and New York University. She is the author, with Stewart Tubbs, of *Interpersonal Communication* and has contributed to several college textbooks in the social sciences.

She is also the author of *Cities in Motion*, a collection of poetry selected by Derek Walcott for The National Poetry Series and published by the University of Illinois Press. She has received a Whiting Writer's Award and twice been a Yaddo Fellow. Selections from her work also appear in the bilingual poetry anthology *Six Poets* (St. Petersburg) as well as in the *Grolier Poetry Prize Annual* and such literary journals as *New Letters*, *Helicon Nine*, and *Foreign Literature* (Moscow).

Ms. Moss has taught at the College of New Rochelle and is a former Random House and Knopf editor. Her translations of contemporary Russian poetry have appeared in *International Poetry Review*, and she is currently working on a book-length collection of English translations of Russian poems. Asia is her area of special interest and training. She is the editor of *China 5000 Years: Innovation and Transformation in the Arts*, published by the Guggenheim Museum.

University of Oklahoma: Department of Communication

Chapter Objective

The purpose of this chapter is to familiarize you with the Department of Communication at the University of Oklahoma.

The ability to communicate clearly, eloquently and effectively has been the hallmark of an educated person since the beginning of recorded history. The University of Oklahoma's Department of Communication equips its students with the ability to communicate clearly, eloquently and effectively and is acknowledged as one of the top-ranked departments in the United States by the National Communication Association (NCA), the largest communication professional association (National Communication Association, n.d.). The goal of our Department is to produce well-rounded scholars able to apply theoretical concepts in a variety of real-world contexts.

The following chapter explores the uniqueness of OU's Department of Communication, specifically its history and programs; the academic content areas of emphasis for an undergraduate communication major; the value of and possibilities for a communication major; and, also highlights our world-renowned faculty, their research interests and achievements.

OU Department of Communication

OU's Department of Communication is located in Burton Hall on OU's Norman campus. Burton Hall was designed by faculty member William Stanley Burgett. It was first occupied by the School of Home Economics in 1952, and named after the school's long-time director, Helen Brown Burton. In 1991, the Department of Communication became the new resident of Burton Hall (O.U. Western History Collection, 2004).

The study of communication has been a part of the curriculum at OU since 1896, offering Bachelor of Arts (B.A.) degrees starting in 1935, Master of Arts (M.A.) degrees in 1937, and doctor of philosophy (Ph.D.) degrees. A student may major or minor in communication.

The department earned three solid rankings in the most recent 2004 National Communication Association (NCA) evaluation of graduate programs. The NCA assessment, which was based on a national survey of communication graduate faculty, ranked the doctoral program in communication at OU:

- 8th in intercultural/international communication (OU was the highest ranked Big 12 school);
- 13th in health communication (OU was the 2nd highest ranked Big 12 school behind Texas A & M); and,
- 13th in political communication (OU was the 3rd highest ranked Big 12 school).

OU was also ranked in areas which do not constitute primary content niches for the graduate program. OU ranked 24th in mass communication (2nd highest Big 12 ranking), and OU ranked 21st in interpersonal communication (4th highest in the Big 12). These NCA ratings are further evidence that the Department of Communication at OU houses one of the best Ph.D. programs in communication in the U.S. (the U.S. is the world's leader in advanced study in the area of communication) (National Communication Association, n.d.). Universities in the Big 12 include: Baylor, Colorado, Iowa State, Kansas, Kansas State, Missouri, Nebraska, Oklahoma,

Oklahoma State, Texas, Texas A&M, and Texas Tech (Big 12 Conference—Official Athletic Site, n.d.).

Academic Content Areas

OU's Department of Communication views communicative behavior as basic to human activity—to individual development, to interpersonal and social relationships, and to the functioning of political, economic, cultural and social institutions. The goal of the undergraduate program is sharing the best available theories of communication and facilitating the application of these theories for:

1. the improvement of the student's communication skills,
2. increased understanding of the communication process, and
3. development of the student's ability to analyze and interpret the elements of the communication process as they occur in society.



Source: Glenn J. Hansen

Communication degrees for an undergraduate may take one of five tracks:

- Health Communication
- Intercultural/International Communication
- Mass Media, Politics, & Public Affairs
- Organizational/Professional Communication
- Relational Communication

The following are courses offered for each track:

Health

2323 Survey of Health Communication
2213 Interpersonal Communication
3253 Persuasion Principles
3263 Organizational Communication
3313 Communication & Public Health
4253 Strategic Campaigns
4413 Issues in Health Communication

Intercultural/International

2003 Communication in Non-Western
2423 Gender and Communication
3243 Communication & Social Change
3413 Interethnic Communication
3513 Intercultural Communication
4513 International Communication
4613 Global Communication Networks

Mass Media, Politics & Public Affairs

2413 Media Literacy
3003 Political Campaign Processes
3643 Media and Society
4233 Free Speech
4323 Political Communication
4423 Communication and Public Opinion
4643 Mass Media Effects

Organizational/Professional

2113 Business/Professional Communication
3223 Small Group Communication
3253 Persuasion Principles
3263 Organizational Communication
3483 Communication and Argumentation
4263 Strategic Communication Campaigns
4423 Communication and Public Opinion
4613 Global Communication Networks

Relational

2213 Interpersonal Communication
2423 Gender and Communication
3223 Small Group Communication
3253 Persuasion Principles
3283 Communication and Emotion
3523 Communication in Relationships
4153 Nonverbal Communication
4243 Family Communication

The five areas of concentration for our Department of Communication's graduate program include: health communication; language and social interaction; mass/political communication; intercultural/international communication; and, social influence/interpersonal communication.

Value of & Opportunities for a Communication Major

A degree in Communication can be excellent preparation for any employment in the private and public sectors, as well as provide the foundation for graduate school or professional training in a variety of disciplines. A communication major offers skills and knowledge that are important to employers and to performing in a variety of contexts. The skill set obtained by a Communication major is fundamental and universal.

The College Placement Council reports the following skills employers seek in job candidates:

- Communication skills—oral and written
- Interpersonal skills
- Demonstrated teamwork abilities
- Demonstrated leadership abilities
- Flexibility
- Analytical skills
- Co-op/Internship experience
- Computer knowledge
- Problem-solving abilities
- Decision-making abilities
- Proficiency in field of study/technical competence

Nine of these eleven skills are developed in Communication courses (Portland State University Department of Communication, n.d.). There are a variety of applications in the job market for a communication major. The following five areas are central to the teaching resources available through our Communication Department. These include, but are not limited to, these multiple job and/or career choices.

WHAT CAN I DO WITH MY COMMUNICATION DEGREE?

Health Communication

- health psychology and persuasion, crisis and issue management, strategic communication program management, develop/deliver/evaluate modern health communications, pharmaceuticals, healthcare coordinator, patient representative, public relations in healthcare context, hospice manager, health director for corporations, program evaluator, research design and implementation, injury prevention specialist, health promotion, media images of health

Intercultural/International Communication

- multicultural specialist, international students coordinator, intercultural communication consultant, patient representative, foreign correspondent, diplomat, international corporate representative, travel industry, intercultural and diversity trainer, human and social services, foreign dignitary, lawyer, minister/priest/rabbi, lobbyist, youth worker, intercultural media specialist, translator, international market research analyst, international public relations, international documentation, education, communication across cultural boundaries

Mass Media, Politics & Public Affairs

- campaign strategies and communication, run a press office, public affairs, crisis and issues communication, ethnic politics, run for office, policy change, governing, public information, programming, research, lobbying, conflict negotiation, public relations, media relations, crisis and issue communication, ethnic marketing, social marketing, advertising, marketing, promotions, public opinion research, writing, editing, copywriting, publishing, media sales

Organizational/Professional Communication

- communication trainer, recruiter, human resources director, activities director, alumni coordinator, labor negotiator, company spokesperson, employment interviewer, human resources specialist, customer service agent, negotiator, community relations, director of corporate communication, executive manager, mediator, conflict manager, public information office, workplace diversity specialist, personnel specialist, wedding consultant, nonprofit organization director, theatre manager, employee training director, employee retention specialist, buyer, bank officer, consultant, event planner, consumer affairs specialist, guest coordinator, leadership specialist, management, careers in business, nonprofit, or government

Relational Communication (and Social Influence)

- social services, counseling, sales representative, negotiator, healthcare coordinator, hospitality manager, benefits coordinator, fund-raising director, social services administrator, travel agent, career counselor, human rights officer, employee relations, pharmaceutical sales representative, camp director, tour guide, child welfare worker, volunteer coordinator, crisis manager, college recruiter, college admissions counselor, education, fundraising, minister/priest/rabbi, speech/debate coach, government politics, speech writer, allows pursuit of advanced education to lead to careers in teaching, social work or clinical psychology

University-wide and departmental scholarships, as well as study-abroad programs are available to communication students. Additionally, valuable opportunities and resources associated with OU's Department of Communication include: the Undergraduate Communication Association (UCA), the Forensics Team, the Political Communication Center (PCC), the Center for Risk and Crisis Management, and the Institute for Communication Research (ICR). UCA is open to all majors in Communication by application. Benefits of being a UCA member include notification of available scholarships and internships through the Oklahoma's College of Arts and Sciences. Membership in UCA is designed to enhance a Communication major's academic degree by providing a platform for networking among other scholars in the Communication field.

The OU Forensics team provides students with the opportunity to compete locally and nationally in events such as persuasive speaking, informative speaking, communication analysis, after dinner speaking, dramatic duo, program oral interpretation, dramatic interpretation, poetry, prose, impromptu speaking and extemporaneous speaking. The OU Forensics team competes in all the National Individual Events sponsored by the National Individual Events Tournament (NIET).

Another competitive speaking opportunity is the Josh Lee Public Speaking Competition. It is for students enrolled in the department's public speaking course. Josh Lee, the namesake of the competition, was a former Chair of OU's Department of Communication as well as a former U.S. Senator (OK). The competition began in 1997 and is held at the end of the fall and spring semesters.

The University of Oklahoma Political Communication Center (PCC) in the Department of Communication is recognized nationally and internationally as a major resource for political research. The PCC houses the Julian P. Kanter Political Commercial Archive, a repository with the largest and most comprehensive collection of political broadcast advertising in the world. Housing more than 90,000 commercials, the archive includes political advertisements dating back to 1936 for radio and 1950 for television.

The Center for Risk and Crisis Management is a University Research Center based on the need for a broader, more systemic and interdisciplinary approach for understanding how communities manage risks and crises. Comprised of four core areas, The Risk Center serves as the nexus for the next generation of research and education for promoting community safety and health. The website for The Risk Center is <http://crcm.ou.edu>.

The Institute for Communication Research (ICR) is an interdisciplinary organization that seeks to enhance research, teaching and service opportunities for those professionals focusing efforts on critical communication issues involving contexts of risk, health, organizations, communication science and evaluation research. The Institute also supports and mentors graduate students interested in communication research. Dr. Dan O'Hair, former President of NCA and former Chair of OU's Department of Communication, is the founder and director for the Center for Risk and Crisis Management and the Institute of Communication Research (ICR).

The OU Center for Social Technologies Research (CSTR), which is affiliated with OU's Center for Applied Social Research, focuses its work and research on deception detection, suspicious conduct and credibility assessment. The affiliate members of CSTR include a number of faculty members from the Department of Communication. Dr. Judee Burgoon is also an affiliate member of CSTR. Dr. Burgoon is a nationally and internationally acclaimed communication scholar who studies nonverbal communication and deception.

Communication Faculty

OU's Department of Communication faculty is nationally and internationally recognized. Dr. Michael Pfau chaired the department until his untimely death in spring of 2009. The faculty members excel as scholars, researchers and educators through their publications, research projects, honors and achievements. The following highlights the Chair and the faculty members, their research interests, some of their accomplishments and the staple courses they teach for undergraduates within the department.

MICHAEL PFAU (1945-2009): Ph.D., University of Arizona, joined the OU faculty in 2001 as Professor and Chair after serving eight years as Professor and Director of Graduate Studies in the School of Journalism and Mass Communication at the University of Wisconsin at Madison. Dr. Pfau's research focused on the influence of mass media communication and resistance to influence, particularly the uses of inoculation. More recently Dr. Pfau served as the Editor for the *Journal of Communication*, one of the leading journals in the field of communication. He authored more than 100 book chapters and journal articles. Dr. Pfau authored/edited seven books. His most recent books include *Mediating the Vote: The Changing Media Landscape in U.S. Presidential Campaigns* and *Handbook of Persuasion*. His publications have won the National Communication Association (NCA) Communication and Social Cognition Division's "Distinguished Book Award" and "Distinguished Article Award," NCA's "Golden Anniversary Monographs Award," and the Southern Communication Association's "Rose B. Johnson Award."

JOHN BANAS: Ph.D., University of Texas, joined the OU faculty in 2006. Dr. Banas' research focuses on social influence and interpersonal communication, particularly the role human cognition plays in persuasion and in resistance to persuasion. His research could be applied to mediated or health contexts. Dr. Banas' articles have twice appeared in *Communication Monographs*, one of the leading journals in communication. Dr. Banas teaches the large-group lecture for COMM 1113, Principles of Communication, and teaches courses in the Relational Communication concentration.