The role of communication in managing projects.

Case study: Umeå 2014 European capital of culture

Author: Hailemicheal Weldearegay

Supervisor: Thomas Biedenbach

Student
Umeå School of Business and Economics
Spring semester 2012
Masters thesis 15 hp
Thesis information

Institution: Umea school of business
Program: Masters in Management

Author: Hailemicheal Weldearegay
Supervisor: Thomas biedenbach

Title: The role of communication in managing Projects.

Master’s thesis, one – Year, 15Hp
Acknowledgements

I would like to express my deepest gratitude to several individuals who contribute an important role in this research thesis.

First and foremost, I would like to thank almighty God for letting me accomplish this thesis. Next to that, my acknowledge goes to my research supervisor, Dr Thomas Biedenbach for his humble advice, supervision support, and for his valuable professional guidance by revising, criticizing & suggesting my work several times and encourage me to write about this topic.

I would also like to convey my gratitude to all employees of Umeå 2014 project organization and Umeå university department of gender for facilitating conducive environment for the interview process by sacrificing their time & energy. Finally, I would like to appreciate my families and friends for their continuous support and encouragement throughout the whole research.

Hailemicheal Weldearegay

Hawe0018@student.umu.se
Abstract

The European capital of culture is an annual European Union event. The main aim of the project is to highlight Europe’s heritage of culture and arouse the needs of culturally reached countries among Europe. Umeå will be the next European capital of culture in the year 2014. The objective of the program is to facilitate cultural exchange with other countries. The main aim of Umeå 2014 communication strategy is to promote European dimension in different activities, strength and create knowledge for interest of participation; facilitating to promote the northern part and its special characteristics and advantages as a cultural place and aspiring long-term efforts to contribute towards Europe’s cultural development. The strategic effort of Umeå 2014 will contribute for Umeå’s long term socio-cultural development plan that stretches up to the year 2050. The capital of culture year will serve as a catalyst that mobilize forces that provide with better chances of executing the dreams and plans of the project. It is expected that the European culture of capital of year 2014 will result in empowerment of people and culture.

Communications play an important role in for the success of any projects. In any successful project where project management appeared to be done, the capabilities of communication are the main factor for the project success. In addition, communication is very important in the case of medium complexity, maintenance project and innovation process. Communication is explained as ‘lively communicator addresses others and win support’ then the communication inspire staff and audience and accessibility. Internal and external communication in very important for the success of projects. External communication is related with managing the flow of information or managing communication to satisfy the demands of external stakeholders, whereas internal communication is the interaction of employees inside the project.

This thesis investigates the role of communication in managing projects. Specifically, it deals how the Umeå 2014 project office communicates internally and externally, it also tries to increase knowledge on the area of managing project communication in a cultural setting, where there is a limitation of study in the previous studies. The purpose of the study is to explore the role of communication for the delivery of the project. The study follows qualitative approach; case studies are applied by using semi-structured data collection mechanism. Furthermore, purposive (judgmental) sampling is used to select the 5 respondents for the empirical chapter. The theoretical part of the thesis is constructed in the way to answer the research question and purpose of the study. The presentation of the result is made incompatible with the theoretical part; internal communication, communication system, knowledge sharing, formal, informal, verbal and informal communication was the most basic theories selected from the second chapter.

The findings of the thesis shows that, Umeå 2014 project office give due emphasis for the role of communication internally and externally, the basic communication channels identified in the study are; meetings (physical), mail correspondence, non-verbal communication like logos of the project, share point and informal communication interaction in the project organization. Besides, the role of the glass house identified as a big means of communication tools to different tourists and public at large.

Key words: project, communication, Umeå 2014, European capital of culture, internal communication, external communication.
# TABLE OF CONTENTS

1. **Introduction** ......................................................................................................................... 1
   1.2 Purpose ................................................................................................................................. 4
   1.3 Research questions ............................................................................................................... 4
   1.4 Delimitations ....................................................................................................................... 5
   1.5 Contribution of the study .................................................................................................... 5
   1.6 Research dispositions ........................................................................................................ 6

2: **Literature Review** .................................................................................................................. 7
   2.1 Project management definition and perspectives .............................................................. 7
   2.2 Project communication ....................................................................................................... 7
   2.3 Communication system ...................................................................................................... 10
   2.4 Communication plan .......................................................................................................... 11
      2.4.1 Reports ......................................................................................................................... 13
      2.4.2 Meetings ...................................................................................................................... 13
      2.4.3 Project portal .............................................................................................................. 13
      2.4.4 Communicating with stakeholders ........................................................................... 13
   2.5 Internal and external communication ................................................................................ 14
   2.6 Formal and informal communication ............................................................................... 16
      2.6.1 Relational benefits .................................................................................................... 17
      2.6.2 Personal benefits ....................................................................................................... 17
   2.7 Knowledge sharing ........................................................................................................... 18
   2.8 Summary of Theories ....................................................................................................... 19

3. **Methodology** ........................................................................................................................ 20
   3.1 Preconceptions ................................................................................................................... 20
   3.2 Research philosophy ........................................................................................................... 20
   3.3 Research approach ............................................................................................................. 21
   3.4 Research design .................................................................................................................. 21
   3.5 Research strategy ................................................................................................................ 22
   3.6 Secondary sources ............................................................................................................ 22
   3.7 Data collection .................................................................................................................... 23
3.8 Interview guide and approach ................................................................. 23
3.9 Truth criteria .......................................................................................... 25

4. Presentations of results ........................................................................... 26
4.1 Respondent 1 ....................................................................................... 26
4.2 Respondent 2 ....................................................................................... 28
4.3 Respondent 3 ....................................................................................... 30
4.4 Respondent 4 ....................................................................................... 31
4.5 Respondent 5 ....................................................................................... 33

5. Analysis .................................................................................................... 34
5.1 Communication theories ...................................................................... 34
5.2 Communication plan ............................................................................ 35
5.3 Formal and informal communication ................................................... 37
5.4 Knowledge sharing .............................................................................. 37
5.5 Verbal and non-verbal communication ................................................ 38

6. Conclusion ............................................................................................... 39
6.1 Limitations & future implication ............................................................ 40

References .................................................................................................... 42
APPENDIXES ................................................................................................. 45

Figures
Figure 1. Communication model ................................................................. 8
Figure 2. Communication capabilities ......................................................... 10
Figure 3. Benefits of formal communication ................................................ 17

Tables
Table 1. Research dispositions .................................................................. 6
Table 2. Communication plan ................................................................... 12
Table 3. Overview of respondents ................................................................. 24
1. Introduction

This chapter begins with a short introduction of the European capital of culture event, how Umeå is selected and the aims of the program. Next to that, review of literatures that deals with managing projects & the importance communication has been portrayed. Finally, it discussed with the purpose, problemitization, delimitations and contribution of this research thesis.

The European capital of culture is an annual European Union event. The main aim of the project is to highlight Europe’s heritage of culture and arouse the needs of culturally reached countries among Europe (Umeå2014, 2012). Umeå will be the next European capital of culture in the year 2014. The main objective of the program is to facilitate cultural exchange with other countries. Culture should play an important role as a vibrant to the rest of European countries as a plan of the program. One of the indication of this program is that cities that had been chosen before will be situated in different parts of Europe and in the way that reflect Europe’s cultural diversity. The host countries are selected several years ahead and there is a formal selection procedure. The city is chosen by an international panel of experts and throughout national competition among different cities of Europe. The final decision is always made by the council of European Union. The program of the capital of culture prepares in the cultural aspect of different European countries. The program should also be in harmony with the culture of the host country, which is Swedes cultural policy. The program promotes the cooperation of cultural operators, artists and cities from member cities of other EU countries. The program should not only support the participation of citizens of the city but, rather it designed to participate international cultures by making the program sustainable in the long-term social development of the city (Umeå2014, 2012).

At the beginning of 2008, all the cities in Sweden were invited to apply for the project. Some cities of Sweden like Kalmar and Norrköping had considered applying, however failed to select because of the low political significance of the cities. Finally, on the 11th May 2010 the EU’s council of ministers made decision that can made Umeå as 2014 European capital of culture. Umeå is situated in the northern edge of Sweden. The city has rapidly growing population and about 30,000 university students. Umeå is a special place that represents distance and closeness, dark days, snow reflection, night with plant growing and aurora borealis. It is a place where culture and nature live together. Many ambitious cities throughout Europe have been interesting in getting the award, that is the main reason why the planning effort for 2014 has been so long and intensive. Umeå European culture of capital, project began in 2010 with project and activities that has to complete and expand in 2014. The program for Umeå 2014 is basically inspired by the eight different seasons of the Sami calendar. The season represents their own rhythm and formed by the cultural history of Sami people and their closeness to nature. The eight seasons are based on variation in mood as well as variation in how we spend our time. Each season represents its own qualities and distinctive features. The eight season of Sami people are; deep winter, early spring, true spring, early summer, summer, early autumn, true autumn and early winter.

The yearly progress of Umeå 2014 cultural project will be develop and strengthened step by step. The creative journey will begin with curiosity. The strategic effort of Umeå 2014 will contribute for Umea’s long term socio-cultural development plan that stretches up to the year 2050. The capital of culture year will serve as a catalyst that mobilize forces that provide with better chances of executing the dreams and plans of the project. It is expected that the European culture
of capital of year 2014 will result in empowerment of people, the city, the northern region culture, and finally empowerment of the European interaction. The objective of the project in the context of Umeå is; to promote human ´growth, strengthen the contribution of culture as a motivating force for sustainable growth and to reinforce the international dimension of cultural life.

Project management is rapidly growing focus discipline within many organizations and business ventures, however searching an optimal way of operating and continuous management of projects are one of the big challenges (Tonness, 2008, p. 1). Projects have been a big concern in any organization whether it is private of public firm. One of the indication can be “everyone in their professional come across different projects directly or indirectly”, the study also indicates that projects are temporary organizations and mandated to the project manager to lead the project until it closed when the project actually expires. (Tonness, 2008, p. 6). Müller, (2009, p. 15) discusses the idea that, the heart of each project task is to create an outcome, the outcomes has to be accomplished by peoples, different cost, certain boundary of time and related constraints. Therefore projects can be considered as the organization of different resources including people for the accomplishment of specific outcome with an indicated start & end date, however projects resides in the organization permanently. A similar study made by (Blackstone et al., 2009, p. 7029) defines project management as “an endeavor with the specific objective and limited time”.

Several experts, researchers, professional organizations and different international standards defined projects in their own perspective. (Katalin et al., 2011, p. 253) defines project management as the art of achieving the illusion that any outcome is the result of predetermined series of acts. Graham (1985, cited in Katalin et al., 2011, p. 253) mentioned that projects are always a set of different activities performed by a set of people. Graham (1985) also stress that projects are fixed budget and fixed time. Based on the German society for project management (GPM), Projects are a venture characterized by special conditions like human constraints. It has been believed that project management has begun with the beginning of Manhattan project, which develop the first atomic bomb lately in 1940s, since then the project management techniques developed step by step (Sylvain & Christoph, 2010, p. 1).

Project management has been defined as a “structured and formalized way of managing change in a rigorous way” (Payne et al., 2011, p. 1). It used to achieve its goals by, certain time to defined quality, by some level of resource so that the planned benefits and outcomes can be achieved. The other explanation of the term is defined by project management institute in a guide to project management book (2004, cited in Payne, M, et al., 2011, p. 1) as the application of different skills, knowledge, techniques and tools to meet the requirements of any particular projects. In addition the guide explains project management in five different process and nine different knowledge areas. The processes are: initiating, planning, executing, controlling (monitoring) and closing, while the nine knowledge areas include; integration, scope, time, cost, quality, resource, communication, risk and procurement. Müller &Turner (2010, p. 27) argued that project success depends on motivated project team members. One of their propositions to increase the motivation is by letting them a chance to improve and develop themselves; among others it can be growing their knowledge, authority and reputation.

Müller &Turner, (2010, p. 24) highlight that communications play an important role for the success of any projects. In any successful project where project management appeared to be done, the capabilities of communication are the main factor for the project success. In addition,
communication is very important in the case of medium complexity, maintenance project and innovation process. The authors further explained communication as ‘lively communicator addresses others and win support’ then the communication inspire staff and audience and accessibility (Müller & Turner, 2010, p. 24). In addition, it has argued that communication is a key competence for project leaders in much focused in information system and organizational change projects (Müller & Turner, 2010, p. 25). It is the only way through communication that the project officers build relationship with the stakeholders. Communication might not only be the interaction forwarded by the project manager, it sometimes is the sponsor involvement in to the board or other senior stake holders (Müller & Turner, 2010, p. 72).

Communication network are characterized by a number of interrelated components, including the amount and direction of communication, degree of centralization and the distribution of communication nodes and clusters (Tushman and Katz., 1980, p. 1071). The authors also discussed that social communication system contribute important role in the process of information from external environment in order to achieve better decision making process (Tushman and Katz, 1980, p. 1072). Project communication is the measure of absolute amount of technical communication in a project per person. The common six exclusive communication measures in any projects are: communication within the project, communication to other areas within a project department, communication to other area outside the department, communication to areas in to larger organization, communication to external operational areas and communication to external professional outside the parent organization (Tushman & Katz, 1980, p. 1076).

Knowledge sharing is the outcome of formal and informal communication. The formal can be by formal technology fairs, scheduled meetings or request of information. Whereas the informal mechanism can be bench marking research and product or service demonstration (Lawson et al., 2009, p. 156).

On the other hand, in the current global environment where firms strongly relying in inter-organizational and functional development teams, socialization mechanisms is very important for sharing knowledge and overcome the cultural & behavioral barrier (Lawson et al, 2009, p. 158). Socialization can contribute an important role in facilitation sharing of knowledge and information across many organizational boundaries. By providing common understanding, creating shared language, socialization mechanisms, facilitation mechanisms facilitates the transfer of both codifies and tacit knowledge between team partners. In addition, Socialization plays an important role in the written communication by facilitating incentives to build interpersonal trust and knowledge exchange. The knowledge that has been shared can be assessed by emphasizing in the quality, level, time and different communication of the organization as it has been discussed by (Lawson et al., 2009, p. 160).

There are three types of different communication phases in the development of projects. The first level is in the outside the project; without the link of the project, second at the inception stage of the project; during the specification of the project and third inside the project; during the determination of the project (Goozol & Scoubreau, 2003, p. 63). Communication tools play an important role in the different phases of project developments. The main goal of any communication strategy is to create awareness or good reputation of the company so that the target groups will have better picture about the project, since it is difficult to communicate on a
specific product or services as each products are different from the other (Goozol & Scoubreau, 2003, p. 63).

In addition, communication plays an important role during the complexity and maintenance of projects. (Xu et al., 2010, p. 387) argued that communication competency plays an important role in a work place for job performance, job satisfaction and retention of employees in projects. There are a lot of studies that deals about communication and managing projects, however there is lack of research investigating the impacts of communication in cultural projects. However there is one study that deals about the impact of cross cultural projects on the management of construction project in Samoa (Tone et al., 2009, p. 343). The 2014 Umeå culture of capital is also mentioned in its main program that “communication strategies will play an important role during initialization and managing the project programs” (Umeå2014, 2012).

To summarize with, it has been discussed different theories of communication and its impacts in managing projects in the above theories. The importance of project management and communication process in the success of any projects has been understood by project managers and organizations (Müller & Turner, 2010, p. 24). The communication network can be initiated from different sources of the company, including outside or inside the organization as it is discussed by (Tushman and Katz, 1980, p. 1071). Previous studies (Katz, 1982, p. 81) in these areas focused in the importance of communication in managing different projects. There is research a gap in the areas of communication and its impacts in internal and external communication in the cultural setting projects. So, this research could contribution to look the way of communication in project, Umeå 2014 cultural office both internally and externally.

1.2 Purpose
The aim of this study is to explore the way of communication, for the delivery of the project in Umeå 2014 culture of capital both internally and externally. The first task of this research will be to review different literatures about project management, then it will be deeper by examining communication and it’s characteristics in managing projects. Finally, the literatures will be the building block for the practical study that will follow in the up-coming chapters.

1.3 Research questions
One of the weaknesses of the Umeå 2014 capital of culture mentioned in the project manual is that, even though Umeå is a biggest city in northern Sweden, it has small population and dispersedly populated in the surrounding area compared to other European metro politician center of cultures, this result in a continuous communication of seeking new target audiences. The other problems observed is the problem of distance working with an effective, environmentally friendly communication with all parties who took part in the project.

The main aim of Umeå 2014 communication strategy is to promote European dimension in different activities, strength and create knowledge for interest of participation. It also facilitates to promote the northern part and its special characteristics and advantages as a cultural place and aspiring long-term efforts to contribute towards Europe’s cultural development. The communication strategy has believed to played an important role in the project development phases especially to anchor the project and creating positive attitude towards the project. It is also important to conduct different opinion exchange by different types of dialogue in order to spread knowledge among the citizens of Umeå and groups outside the city. Communication is a given a
big place by the project office for the future work in order to create a broader sense of participation, and it aimed to reach a larger target group in the four northern provinces and the whole Sweden, Europe and the rest of the world (Umeå2014, 2012). As I mentioned above there are plenty of research in the communication of managing in projects. However, no studies exist in the area of Communication in the project of cultural setting. Linking the communication strategy of the project office with the argumentation of (Müller & Turner, 2010, p. 24).

It can lead us to the following research questions:

- **a) How does the project office communicate internally to direct its activities?**

- **b) How does the project office externally communicates with its stakeholders?**

The above research questions seems quite similar, however the first question is more concerned about how the project office employees communicate in their project office internally, besides the question is simpler to investigate. While, the second question related with external communication of the project office with different stakeholders. This question seems quite difficult compared to the first one, as the stakeholders of the project office are too much to assess. However, the study examines the external communication by interviewing the internal employees of the project office and the biggest stakeholder of the project which is Umeå University

### 1.4 Delimitations

This study is limited to Swedish geographical area, especially focused in Umeå since the main office of the cultural capital city will be located here. Although, the project is still running until 2014, the study made by the current progress of the office. The study investigates the external communication of the project office by interviewing the internal project employees, since they took part in both internal and external communication by designing communication strategies. In order to incorporate the external stakeholders, I interviewed Umeå university to cross check the information collected from the inside project members. Moreover the outcomes of the study only represent the cultural project of Umeå 2014 European culture of capital.

### 1.5 Contribution of the study

This study deals with the role of communication in a project organization. Furthermore, it investigates how Umeå2014 project office communicates with internal and external environments. The findings of this study helps: To provide valuable information to Umeå2014 project office in how to manage communication internally and externally, Give awareness about project management, communication and way of communication in project organizations. Finally, it can also serve as a spring ball for other researchers and students who want to study further in the area of project management and communication in the projects.
1.6 Research dispositions
The first chapter deals about the introduction of the research, historical background of the topic, introducing the research questions, defining purposes of the study and pointing the scope (delimitation) of the study. The second chapters of this paper deals with the different literatures that can further explain the process of communication and its impacts in project management. Moreover it summarizes the main theories at the end of the chapter. The third chapter of the study deals about the methodology of the research and how to increase knowledge in the aspect. The fourth chapter presents the result of respondents from the project office and one of the stakeholders of the project. The fifth chapter presents the analysis of the results respondents in corresponds with the theories discussed in the second chapter of the paper in order to answer the research questions. The last chapter will present the main findings and conclusion of the paper. It also considered if the research questions, purpose is answered clearly.

<table>
<thead>
<tr>
<th>Chapter one</th>
<th>Introduction, Background of some literatures, research question, purpose, delimitation &amp; Disposition of chapters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter two</td>
<td>Review of literatures</td>
</tr>
<tr>
<td>Chapter three</td>
<td>Methodological choices</td>
</tr>
<tr>
<td>Chapter four</td>
<td>Presentation of results</td>
</tr>
<tr>
<td>Chapter five</td>
<td>Analysis</td>
</tr>
<tr>
<td>Chapter six</td>
<td>Conclusion and future implication</td>
</tr>
</tbody>
</table>

Table 1. Research disposition
2: Literature Review

In this chapter different literature that further explains about the selected research area has been reviewed. The literatures are drawn from general (project management) to specific elements (formal and informal communication) in order to make clear the area of study to readers, the literatures will be written in a compatible way with the introduction part and the up-coming chapter of the research.

2.1 Project management definition and perspectives

Understanding project management and its meaning is crucial before discussing the theories that deals about the communication in the project office; it can able to make the reader to draw the concept from project organizations downward to the project activities.

Project management is a rapidly growing discipline within most businesses and organizations, it also concern the entire organization whether it is private or public authority (Tonnquist, 2008, p. 1). To discuss project management, it is important to know what project is. Projects are generally a temporary organization that has to be done with lower risks, cost and good management, since it has specific goals in the beginning of the projects (Tonnquist, 2008, p. 5). Projects are a certain work with a strong focus of goals. Projects needs to be bounded in a specific resource, specific time limit and unique work organization, so that the goal has to be clearly accomplished accordingly (Tonnquist, 2008, p. 5). Since, there are many researchers and scholars defined “project management” it is quite difficult to define the term in a general term (Katalin et al., 2011, p. 253). Project management has been defined as a “structured and formalized way of managing change in a rigorous way” (Payne et al., 2011, p. 1). Project management is “the applications of skills, knowledge, tools, and techniques to project activities to meet project requirements” (Schleier, 2010, p. 4). Project managers are not only responsible to manage specific cost, time, scope and goal of projects, but they carry the entire activities of the projects (Schwalbe, 2011, p. 10). In the definition of (Kerzner, 2009, p. 8) project management is a process of planning, organizing, directing and controlling the resources of the company for a relatively short-term objective to complete the specific goals of an organization. Maylor (1996, p. 3) define project management in the aspects of four important success factors; goal oriented (the final end point of the project), constraints (resources & time), measurability of the output and change of the project.

2.2 Project communication

Communication plays an important role in for the success of any projects. In any successful project where project management appeared to be done, the capabilities of communication are the main factor for the project success (Müller & Turner, 2010, p. 24). Communication in projects is very important for success, mainly for big projects. The more the larger and complex are, the more communication is significant for the final outcome (Olsson & Johansson, 2011, p. 31). The communication processes of projects are characterized by: performance report, requested changes, forecasts, organizational process and updates (Olsson & Johansson, 2011, p. 30). One fundamental process of communication is to exchange of information so, that it will socialize the employees by socialization, coordination and mutual understanding in the projects, since communication is “the nervous system of any organized group and the glue that hold organization together” (Olsson & Johansson, 2011, p. 31).
Communication goals are defined according to the interest of shareholders. During the execution of the project, the project managers’ ability to communicate is crucial to the success of the project. One of the important tasks for the project managers is to communicate with the stakeholders (Tonnquist, 2008, p. 161). Successful communication may not be always successful persuasion (Tonnquist, 2008, p. 161) it is very important the basics of communication in order to exchange the right information. In the current dynamic environment, communication is still constant desirable for managing projects (Henderson, 2008, p. 48). The research study in this area by (Locovou et al., 2009, p. 785) demonstrate that quality communication comes from high project officials which can be credible, complete, accurate and timely information for the input of the project. The following diagram of Shannon weaver communication model shows how communication flows from sender to receiver in the context of project communication either internally or externally.

Fig. 1 The communication model (Tonnquivist, 2008, p. 162)

Based on “lasswell and Shannon and weavers” model, lasswell coined the expression “who says what in which channel to whom with what effect”. Communication is a two-way function, while information is one-way patter. Communication can be created when the sender and receiver exchange information between each other as discussed by (Tonnquivist, 2008, p. 162). Communication starts when sender of the information sends information to another person (Beardsley et al., 2012, p. 16), the message is an element that transmitted from one person to another based on the communication. Messages can be different ideas, information, thoughts, emotion that can be transmitted verbally (talking) and non-verbally by (hand-gestures, facial expression. When (Tonnquiest, 2008, p. 163 ) interpret about the communication model he said that “all the communication has it’s own purpose, message of communication, which is expressed based on the interpretation of the receiver and what he meant about that” the process is called coding and decoding respectively. If problems arise between coding and decoding miss-interpretation is occurred. On the other hand feedback is one part of the model that examines the
transmission of message is successful (Tonnquivist, 2008, p. 163). Sometimes the sender encode messages, however it can also directly transmitted without the intention of the sender, after the message received by the receiver, it “decode” and granted a certain meaning based on the understanding of the received (Beardsley et al., 2012, p. 18). Feedback is discussed by (Beardsley et al., 2012, p. 18) that the receiver communicates back to the sender about the message of the sender; the receiver usually uses both verbal and non-verbal communication. Feedback can be expressed in very easy way like: nodding your heads or just repeating the instruction if the receiver interprets them correctly as it is intended by the user.

It has been discussed by (Beardsley et al., 2012, p. 30), about the role of verbal and non-verbal communication; words express ideas, whereas nonverbal expressed emotions and attitude. One of the main differences of nonverbal communication is that the medium of communication is neither vocalized nor written word, it is a complete mix of psychological responses, mix of behaviors and environmental interactions that can either relate with the conscious and unconscious interaction of peoples. Based on the finding of behavioral scientists, nonverbal communication is very significant in communication by contributing approximately 55%-95% of communication from nonverbal expression. (Beardsley et al., 2012, p. 33) mentioned about the elements of nonverbal communication, the first one is kinesics; using physical bodies like legs, arms, hands, head, face, has a dramatic impact on the message that has been sent by the sender, in the other way it is communication with the body movement to communicate with other parties. Proxemics is the other element that play significant role in nonverbal communication. Proxemics is the use of space; based on the researches of behavioral scientists discussed Keltner (1970, cited in (Beardsley et al., 2012, p. 34), that the quality of interaction is varied based on the distance of the communicator. The last element is detracting nonverbal communication (Beardsley et al., 2012, p. 15); the most common way of distraction is lack of eye contact, which will be difficult to talk somebody who is not looking at the speaker.

Müller & Turner, (2010, p. 24) discuss about mutual exchange of information for exchange and finding the right level of information for communication. Accordingly, effective leaders facilitate subordinates to foster information by soliciting information, listening, evaluating different information, evaluate the collected information and finally discusses about it with the rest of employees.

It also argued that communication is not only limited to verbal communication, body language also plays significant role in the communication process. In the study made by Ekman (2004, cited in Müller & Turner, 2010, p. 25) indicate that if the person is talking frankly, is trying to distort information, or even telling to lie, it can show well-known signal that can convey his/her attitude. Effective leaders give high valued for body languages and act to adjust their communication. Communication lies based on (Tonnquivist, 2008, p. 163) searching the right amount and type of information to communicate to the right party. Communication encompasses wide media coverage; it could be mass communication (Radio, TV), small size communication like meeting, committee discussion groups and large group-communication like speeches and lectures (Beardsley et al., 2012, p. 12). The communication means can able built the communication system of the project organization according to the argument of researchers.
2.3 Communication system

Internal and external communication in very important for the success of projects. External communication is related with managing the flow of information or managing communication to satisfy the demands of external stakeholders (Johannessen, 2012, p. 30). When the complexity of projects is limited, the interpretation of communication is serviceable, internal and external communication increases when the rate of exchange is great. Engwall (2002, cited in Johanssen, 2012, p. 31) discussed the main reason why project fails; he highlighted that inadequate leadership (coordination, planning, and technical solutions), oppositions from important, insufficient resource and changing objectives. The communication on projects stated that, project complexity and rate changes when the social needs of related with project will change. The importance of project communication will escalate, as the project size increases and more complex (Johannessen, 2012, p. 30). Larger projects need more coordination mechanisms to cope up with systematic dependence.

The fundamental communication process is developing mutual understanding, exchange information, coordination activities, influencing and socialization. Transforming the communication process in to communication capabilities will be very important for the success of the projects. Communication is considered as “the nervous system of any organized groups that holds organization as a glue” communication capabilities can be defined as the system of communication that combines economic communication, technical communication, social communication, cultural communication (Johannessen, 2012, p. 31). Communication capabilities are unique competence that distinguishes the project or organization from other organization. In the study made by (Johannessen, 2012, p. 31) mentioned that, the greater the new technology reduces the significance of communication capabilities in a project success. The following diagram discusses about different communication capabilities of a project.

![Communication capabilities diagram](image)

*Fig. 2 Communication capabilities (Johannessen, 2012, p. 35)*
The communication capabilities is under the system of management, social, economic and cultural communication, the economic/technical situations associated with process, activities and their coordination in the other word, it can express as “error control feedback system” The management communication is based on allocation of resource and screening the information that comes from economic/technical system (Johannessen, 2012, p. 31). The cultural communication is focused on the future. It also offers meta-language for adaptation and change. In general cultural communication can guarantee the exchange of experience, learning outcome and innovation in the projects. Social communication is somehow related with management communication (Johannessen, 2012, p. 31) in the way that leads from part-whole relation, while the management communication oriented detail activities. Social communication serves as is used to balance stability and change. The communication of technical/economic capability and management capability produce stability, while cultural communication holds change process. Coronado & Anhoney, (2002, p. 94) discuss about the importance of developing communication plan in managing projects; it reduces resistance to change among the employees by improving their interaction with their jobs.

2.4 Communication plan

Establishing communication infrastructure is very important in any projects. Effective communication plan preset specific type of information (Klein, 1996, p. 32). The aim of communication plan is to create the right information in the right time and place in an appropriate way for the audience (Hartley, 1997, p. 345) highlights the importance of planning for reducing risks and mistakes. The communication plans also shows the flow of information intended to perform by the project manager, the plan usually contains information that needs to be collected and information that needs to be distributed (Tonqvivist, 2008, p. 166). The following table shows how the communication plan of projects should be applied in the project organization.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Members of the project organization</td>
<td>Establish project with important stakeholders</td>
<td>Pre-study Requirements Project plan Budget and calculation Resource requirement plan Status Test results Financial outcome Resource utilization Change Prototype Project reviews Experiences</td>
<td>Project meetings Steering committee Meeting Reports Online-project intranet Demonstration and presentation Project archive Revisions Final report</td>
<td>Pre-planned by project initiation When needed Continuity</td>
<td>Project manager Sponsor Client Press-secretary Project team member Quality-assurance managers</td>
</tr>
<tr>
<td>Clients</td>
<td>Deliver decision documentation</td>
<td>Distribute financial information to financial administrator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential users</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reference groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The line organization</td>
<td>Exchange lessons within project or stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Table 3: Communication plan of projects (Tonnqvist, 2008, p. 167)*

It has been discussed by (Tonnqvist, 2008, p. 168) that communication means can be different from project to projects. But, most of project communication can be implemented by meetings, reports, telephone, seminars, lectures and project portals where the project employees share documents together by private username and password.
2.4.1 Reports
As it discussed by (Hartley, 1997, p. 167) reports are one of the communication means that leads the project in to performance and progress reporting. Reports can be exchange among the project managers and the rest of the project teams for communication what they accomplished and how much time they used, it reports also goes to steering committee and sponsors. Tonnqvist (2008, p. 168) discuss that, writing reports seems to be easy; however it is very difficult to master it. Reports can be considered as the first option of communications since people including the project officer engaged in solving problems regarding the schedule of communication. Mostly reports can be: performance reporting, activity or resource level, time reporting, overall project activity, result and deviation (Tonnqvist, 2008, p. 168).

2.4.2 Meetings
The largest portion of projects goes to meetings (Hartley, 1997, p. 169) the common forms of meeting in the projects are:

- Information meeting- aimed to distribute and compile different information.
- Decision meeting- aimed to document and make project decision.
- Negotiation meeting- aimed to reach agreements on basic issues.
- Evaluation meeting- aimed at quality maintenance.

Project meeting has to be held regularly in weekly manner based on the schedule of the project.

The other argument of (Hartley, 1997, p. 170) mentioned that gathering the project groups together will bring the project in to speed and helps to develop effective team work. The project has to facilitate its project office where all members of the project can work together for better communication and result.

2.4.3 Project portal
One of the modern technologies of 21st century to administer the platform of project communication is project portal (Tonnqvist, 2008, p. 171) where the project organization can control, stored documents and maintained by a simple website. This is usually possible to control the activities by anyone who has access of the information by passwords protecting the site. Project portal sometimes called “project work area” it is also simple communication platform where projects can be administered by facilitating the sharing of reports, and plans of the projects. One of the advantages of this website is that it can administer multiple-projects at the same time.

2.4.4 Communicating with stake holders
Communication is very important for project leaders (Müller & Turner, 2010, p. 71) it is the way that the project manager builds relationship with stakeholders. Stakeholders are considered as partners rather than partners (Gregory, 2007, p. 59). The objectives of communicating with stakeholders can be: to gain commitment to the project, reduce opposition, promote key messages, make two-way communication, creating awareness of the project to insure that the projects are common understanding of the project and maximize potential benefits of the project. As the argument of (Scholes & Clutterbuck, 1998, p. 230) performance reporting played a great
role in communicating with stakeholders, is can be done by annual reports that include both printed and face to face communication. The other way of communication is forwarded by “employee’s audience” which comes from all directions. Communication often forwarded to stakeholders by public relation of the organization and marketing plans, generally the article disclose the development of stakeholder’s audience for better communication with stakeholders. I found out that, there are limited studies in the communication aspects of stakeholders in managing projects, however (Cromity, 2011, p. 34) highlight that the means of communication with stakeholders are related with similar channels of internal and external communication.

2.5 Internal and external communication

Internal communication is a function of effective interaction among participants within the organization, whereas external communication is an exchange of information with groups, other institutions outside the formal structure (Mazzei, 2010, p. 223). In a normal day-to-day operation of firms, internal communication is vital for the proper functioning of the company (David, 2011, p. 72). The communication that is made internally can be in the form of meetings, reports and different coordination activities as discussed by (Cromity, 2011, p. 223) firms also use modern technologies like SharePoint and wikis to integrate internal communication and to fill the gaps of communication. According of the definition of (Mazzei, 2010, p. 221) Internal communication is the general communication flow among people within a certain boundary of an organization. Effective internal communication leads to effective image of the company. Some scholars compare internal and external communication by organizational boundaries in the way that, organization are systematic system that continuously interact with the external environment. Furthermore, (Mazzei, 2010, p. 221) argue that, internal communication cannot be defined in the aspect of organizational boundary, because all employees are also influenced by the external environment and media since they are exposed to channel of information. An organization has to communicate its employees with updated information before they get access of information from other media. The timing of the information is very important for managing the communication process. (Mazzei, 2010, p. 221) also argue about the importance of integration between internal and external communication; it is impossible to isolate the flow of internal communication from external communication.

Internal communication aims to information exchange, targeting messages, delivering communication, targeting messages and educating the workers to share information about their companies (Mazzie, 2010, p. 221). Considerable research made by (Chong, 2007, p. 201) suggest that, the focus of external communication is like advertising and public relation activities aims to build the corporate image of the company, whereas internal communication gives attention to internal employees as a most important audience of the companies organizational communication and corporate image of the firm. Employees are considered as the most trusted information sources about an organization in the communication process (Dartok, 2006, p. 322) since, they are the only source of contact point between the interaction of internal and external environments. A similar study made by (Williams, 1992, p. 4) that demonstrates that, establishing effective communication system with both the internal and external environment that links with the organizational structure and individual of the company is the only choice of survival. Leaders of organizations start to understand the effectiveness of internal communication due to that they assert greater focus to improve communication system (Downs, 1988, p. 1).
The argument of (Peter, 1987, 1) highlight that the traditional focus of internal communication is emphasized on downward communication whereas the modern communication is concerned with upward communication from employees, feedback and two way interaction, horizontal and cross functional communication around the organization by different discussion and informal meetings. Effective communication system reduces uncertainties of organizational policies, job responsibilities, and personal problems that is very helpful for innovative improvements of performance of employees.

Drawing on the argument of (William, 1992, p. 4), states that two communication dimensions identified in organization. The first one “Envisioning a communication plan and process” that represents a communication system with the clear vision of objectives, goals and strategically planned with written documentation, whereas the second one focuses on “implementing communication programs and activities”. The implementation communication can be characterized by formal or informal as well as structured or unstructured behaviors. Joining the “Envisioning a communication plan and process” with the dimensions of “implementing communication activities and programs” will result 4 kind of different communication system (William, 1992, p. 4): Impoverished, imaginary, disjunct and adoptive communication system.

Impoverished communication system is characterized by lack of planning and minimum communication programs (William, 1992, p. 4). Due to this, the level of information uncertainty will be high, that leads the employee’s difficulty in satisfying in their needs. Finally it can turn the organization in to high turnover, low satisfaction and poor performance. Even though, job information is available, human concern issues like advancement opportunities, promotion and recognition of work are ignored or nonexistence. Imaginary communication system exists in the organization with very little implementation progress. It also includes plan of design and action, however it rests as the value of paper (William, 1992, p. 5). The firm focused on planning process than implementation process, because of that reason the policies and procedures show greater interest than action. In addition, imaginary communication system also occurs if an organization is concerned about some issue without allocating necessary physical & personal resource to implement them.

Disjunct communication system lacks a plan but holds many communication activities and programs. Disjunct communication system is driven by needs for action than planning thoughts. It is characterized by programs which are adhoc, fragmented and inefficient (William, 1992, p. 6). The other unique characteristics of this communication system are that, it creates its political environment to reduce uncertainty. The initiative of managing uncertainties will come from bottom or middle of the organization than top level. Adaptive communication system comes from the vision of the organization. It includes different survey of employees to measure their perception and level of understanding. It incorporates long term communication objectives, philosophy statements, mission statements and communication policies are created (William, 1992, p. 4). The communication process is linked to the mission of the organization, due to that it views as high priority. In this communication process, management is viewed as “ongoing process” not as part of programs. The management part is also engaged to re-evaluate and continuously improve communication practice based on the information they got from the employees. It is argued by (Whittaker., Frohlich., Jones, 1994, p. 131) informal and formal communication is one part of communication that integrates the project activity to achieve its goals. Informal communication is a frequent work place activity that can be communicated
differently as of phone, memo, email, fax and voicemail whereas formal communication can be face-to-face exchange of messages.

2.6 Formal and informal communication

Both formal and informal communication is very important in a project success. Face-to-face interaction will usually occur in meetings of various types of communication means. However, the amount of energy and time consumed by meeting are unknown (Gorse & Emmitt, 2009, p. 983). On the other hand, informal discussion in the workplace allows individuals to share knowledge and in a supportive work environment. Meetings are one of the basic mechanisms in a project for sharing information and facilitating decision making, that can allow project members to discuss and come on decision. “If the formal organization is the skeleton of the company, informal communication is the nervous system that drives the process, thoughts and action in to business unit” as argued by (Fischbach & Gloor, 2009, p. 140). Knowledge is mostly exchanged by informal communication network that can be different in the way that circulates based on the type and structure of the organization. Of course, the structure of the company can have significant influence on the ability of work groups, employees and the whole project member on delivering performances based on the speed of information.

In the management context, informal communication network among staff members are strategically significant (Davenport & Prusak, 1998, p. 15) for the reason that, strengths organizational competencies by the means of efficient and effective approach, creating ecosystem to encourage spontaneous process of information exchange in all level of the organization. Informal communication consists of usually unplanned conversation, but can have important role in the communication of the projects (Zhao & Rosson, 2009, p. 243). It has been mentioned that informal communication has important role in projects for collaboration, coordination of group activities and social function like transmitting of feeling and common grounds among employees of the organization. The modern communication pattern has been influenced by the emergence of computer-mediated communication technologies (CMC), therefore it is changed from face-to-face interaction to significant use of modern computer technologies. In fact, the study of (Zhao & Rosson, 2009, p. 243) shows that, the development of computerized communication has been influenced workers to suffer from time-famine to share informal information especially outside the workplace.

The benefits of informal can be classified in to main section (Zhao & Rosson, 2009, p. 244). The classification is: relational benefit (perception, common ground and connectedness) and personal benefit (valuable interest to personal interest/goals). Both types of informal communication are significant for the transmitting of relevant data’s.
Figure 4. Benefits of informal Communication (Zhao & Rosson, 2009, p. 244).

2.6.1 Relational benefits

The first part of relational benefit is person perception. Knowing the thinking of what others thinking and what will happen in the future help to develop correct perception of others as it is mentioned by (Zhao & Rosson, 2009, p. 244). Knowing the interaction of people’s personality, competence and behavior is important factor for decision making process for the purpose of collaboration. It is common for people to ask background perception of others that is based on heuristic in order to save energy and resource during decision making process (Zhao & Rosson, 2009, p. 244). Sharing informal communication about each other’s experience and thoughts memorable information for the future, this previous information help to updates the awareness of an individual. Common ground can be defined as “the mutual understanding of information by others”. This can work when parties from both sides have exactly the same information about something (Zhao & Rosson, 2009, p. 244). Common ground can develop by conversation, the previous conversation of both parties have its effect for the future communication for the update of each parties. Informal communication can facilitate to connectedness between two individuals by creating the feeling of intimacy, (Zhao & Rosson, 2009, p. 244) argued that, positive emotional feeling of the individual has future collaboration and interaction with others. Zhao & Rosson (2009, p. 244) explained the concept in terms of psychology, that highlights the influence of interpersonal attraction theory to explain connectedness. Interpersonal attraction is the element that forces individuals to establish positive relationship, fall in love and others. Proximity of physical environment, exposure to other and similar experiences are also contributes to the connectedness of feelings.

2.6.2 Personal benefits

Significant information can be gained by highlighting informal communication with people in any active projects that can lead the access of important information. (Zhao & Rosson, 2009, p. 244) discussed that; greater rate of information flow to individuals is gained from informal communication from peoples outside the projects. Moreover, during the weak interaction of employees, it can able them to build rapid feeling of mutual trust which is called “swift trust” as of (Zhao & Rosson, 2009, p. 245). Sharing informal communication in any related or unrelated
active project can able to share valuable information for personal benefit, many scholars that study social network argued that large information flow to individuals through weak than strong ties. It is argued that, valuable information is gained from peoples outside the organization than inside. On the other hand (Lawson et al., 2009, p. 160) argued the role of socialization in facilitation of sharing knowledge and information across many organizational boundaries.

2.7 Knowledge sharing

Knowledge sharing is the outcome of formal and informal communication. The formal can be by formal technology fairs, scheduled meetings or request of information. Whereas the informal mechanism can be bench marking research and product or service demonstration (Lawson et al., 2009, p. 156). Knowledge sharing has been understood as a major focus area of knowledge management, because it can create significant linkage among the individual knowledge worker and organizational level (Hendriks, 1999, p. 91). The knowledge attains the economic and social value of the organization, it also considered as a pillar in the process of knowledge management efforts. The similar study on this area by (Renzil, 2006, p. 206) argues that knowledge sharing among teams of organization are very important for the success of the firm that can enable to develop the competencies, skills and sustain the competitive advantage of the company. Knowledge is the most important resource of the company that holds many intangible assets which are difficult to imitate.

Considerable study made by (Smith et al., 2005, p. 346) shows that knowledge sharing is the main way that nurture a firm to develop new technologies. Knowledge are shared by individuals that can be created from interacting with others. The performance of firms is highly increased when individuals shared information, lessons, best practices, experiences, insights and common grounds (Renzil, 2006, p. 206). Firms start to use organizational structure in the way that made them to share experience and knowledge in order to cope up complicated tasks of the firm (Cummings, 2004, p. 252). There are many researches that shows both internal and external knowledge sharing is significant for the effectiveness of the organization, the source of information that shared in the company can be either from customers, suppliers or internally from different experts (Hippen, 1988, p. 1). Similarly in the argument of (Cummings, 2004, p. 253). Internal knowledge sharing can also supported by effective external sharing in the forms of exchange of know-how, information and feedback with experts, customers , suppliers and other external work groups to integrate knowledge.

External and internal knowledge sharing is different in regards to frequency of interaction and closeness of an individual in knowledge sharing process. The difference is based on the strong and weak tie of interaction as discussed by (Renzil, 2006, p. 208), tie strength is the outcome of strong communication, while tie weakness is lack of strong connectedness among different work groups. Therefore, the outcome of knowledge sharing (Renzil, 2006, p. 208) depends on the amount of shared knowledge as well as the relationship among individuals in the work groups involved in the process of knowledge sharing. Drawing up on the argument of (Hansen, 1999, p. 882), discussed that the knowledge sharing made by teams who have strong & close relationship are different from knowledge sharing made by teams with weak relationship. Accordingly, he concluded that, strong ties increased knowledge sharing when knowledge was complex, while weak ties increased knowledge sharing as knowledge was not sophisticated and complex.
2.8 Summary of Theories

This chapter portrays previous research in the area of managing projects mostly about the project communication in different ways. Since, the study aims to investigate the communication pattern of internal and external aspects of the Umea 2014 project office, several theories has been discussed in the theoretical part. To summarize some, I have discussed different theories that confirm the importance of project management and communication for the success of any project. As it is argued by (Tonnquist, 2008, p. 1) Project management is a rapidly growing discipline within most businesses and organizations, it also concerns the entire organization whether it is private or public authority. The other evidence of the theories deals about review of project communication and how they are important to manage projects until success. One of the theories that confirm this is argued by (Müller & Turner, 2010, p. 24); Communication plays an important role in for the success of any projects. In any successful project where project management appeared to be done, the capabilities of communication are the main factor for the project success. The communication processes of projects are characterized by: performance report, requested changes, forecasts, organizational process and updates (Olsson & Johansson, 2011, p. 30).

My next review of information was “the communication model” where I try to look how information flows from sender to receiver and its effects. If the communication channel and process is successful, information can easily transfer from sender to receiver in any kind of communication process. It has discussed in detail (Beardsley et al., 2012, p. 30), about the role of verbal and non-verbal communication; words express ideas, whereas nonverbal expression expressed emotions and attitudes, the three nonverbal communications that raised in the theory to support the study are: kinesics, proxemics and detracting nonverbal communication. Communication plan was also discussed in the theories, its aim of is to create the right information in the right time and place in an appropriate way for the audience. (Tonnquivist, 2008, p. 166). It also tries to answer: why, who, what, when, how and when information flows in the communication process of the project. The next theory on this chapter is based on the argument of (William, 1992, p. 4), deals about the different communication system in projects. Accordingly, the 4 types of communication system are: Impoverished, Imaginary, disjunct and adaptive communication system.

Internal and external communication in very important for the success of projects. External communication is related with managing the flow of information or managing communication to satisfy the demands of external stakeholders (Johannessen, 2012, p. 30), due to this I try to look the different communication capabilities to grasp more ideas. Coming to the types of communication, both formal and informal communication is very important in a project success. The benefits of informal can be classified in to main section (Zhao & Rosson, 2009, p. 244). The classification is: relational benefit (perception, common ground and connectedness) and personal benefit (valuable interest to personal interest).

The third type of theories presented in this Chapter deals about knowledge sharing and how it relates with communication skills of the project elements. Based on the argument of (Renzil, 2006, p. 200) external and internal knowledge sharing is different in regards to frequency of interaction and closeness of an individual in knowledge sharing process.), tie strength is the outcome of strong communication, while tie weakness is lack of strong connectedness among different work groups.
3. Methodology

This chapter presents the chosen methodology that are used for conducting this research, it consists the theoretical and practical dimensions to create knowledge and to deal with the subject. Furthermore, this chapter deals how quality of the research can be achieved during the data collection process.

3.1 Preconceptions

Before, engaging in any kind of research, deep interest of the research area and access ability of sources is important. I develop the interest to study the Umeå 2014 culture of capital project, after I attend a presentation about the overall project progress in Umea University while I was taking the course “Project management”. After the presentation, I was very eager to research more about the project communication and to read more articles about that. Having the company in hand, my next issue was to select topic. One of the most important objectives of this project to create awareness to the society by different communication means; therefore I had been interested to know about the communication of the project office both internally and externally. Setting an objective is very important in a research process. At the end of this research thesis, I try to contribute to increase knowledge about the way of communication of the office, inside the project and externally with its stakeholders.

Studying in master’s program in management helped me to research on this area, because, my first conception on this research area was created, when I took the course “project management”, which is the third course of the department as I mentioned earlier. Moreover, since I am doing this research paper alone, it creates an opportunity to give fast decisions on the research thesis to apply my thoughts and understanding quickly in the ground.

3.2 Research philosophy

The selected research area is vast and seems challenging. However, as I try to explain in the previous chapters, the research study is limited on the current progress of the Umeå 2014 project office. As it is mentioned in the introduction chapter, the project starts in 2010 and continues to run until the end of 2014. After reviewing similar research papers by different scholars, two important assumptions developed. The first one is that communication has many dimensions in projects. The other assumption is based on the research questions, which is in related to “time dimension”. The research question is designed based on the current progress of the office, since the project will continue for more two extra years.

Research philosophy contains different assumptions which are very important about the way you view the world in order to support the research strategy of the design (Saunders, Lewis, & Thornhill, 2009, p. 108). The adopted research philosophy and its assumptions influence your studies and how you select your study and how you formulate your research questions. Ontology deals about how you view the world and interpret the nature of reality of the researcher, which could be either objective or subjective (Saunders et al., 2009, p.110). Objectivism deals about the existence of social entities in the aspect of social actors, whereas, subjectivism portrays that, social phenomena is part of the day to day perception of social actors. On the other hand, epistemology deals about the acceptable knowledge creation in certain study; positivism (objectivism) and Interpretivism are the two approaches embraced by the researcher for the development of knowledge (Saunders et al., 2009, p. 113). Positivism is a natural science stance.
that deals with the observable social reality of the final research. Interpretivism concerns about conducting research about social actors (peoples) than objects. In addition, it interprets the day to day activities based on the perception of the researcher (Saunders et al., 2009, p. 113).

This thesis includes different chosen methodology to look the problem in a wider perspective that can finally lead to increase knowledge of the study area. As the thesis looks the communication of the project office (Umeå 2014) internally and externally. It assumes Interpretivist position from the side of epistemological assumption. My reason behind is that, since the study takes place among the project workers of the office, it fits the stance as interpretivism based its focus on the role of human actors than objects (Saunders et al., 2009, p.113). My other argument is that, it would be the right stance to use values, norms, subjective views and meanings of social roles that directly involves in the project office. The ontological philosophy that taken for this study is social constructionism, which enables to build knowledge based on the subjective meaning and interpretation of social actors. Being able to design the above methodological choices, can able to increase knowledge about the way of communication from the parties involved in the project office.

3.3 Research approach

This part deals if the research should use deductive approach? Developing a theory and testing hypothesis, or inductive approach where you collect data to develop theory, finally combining the above two approaches (Saunders et al., 2009, p. 124). The selected Research philosophy has a capacity to include the combination of both inductive and deductive approach (Van de Ven & Poole, 2005, p. 1389). It is advantageous to combine both inductive and deductive research as argued by (Saunders et al., 2009, p. 127) because both of them can contribute important consideration at the same time.

In the previous chapters, the theoretical framework was developed in order to support the empirical observation that will follow in the coming chapter. The research approach designed in the way to accommodate the practical and theoretical contributions. Besides, the theoretical framework will be tested and confirmed after the necessary data collection will be occurred. Being applying both inductive and deductive research can consolidate the research outcomes as (Saunders et al., 2009, p. 490) argued both research approaches are difficult to separate.

This thesis follows an inductive approach which is supported by qualitative data collection method. On the other hand, the inductive approach is used to assure the coming chapter by collecting data based on the analysis of the information collected from the interviewees. Choosing the right approach enables to inform more about the research design, data collection mechanism and the way data analyzed as argued by (Saunders et al., 2009, p. 126).

3.4 Research design

Formulation of the research design is always based on the research a question and the objective consistence with the philosophy of the research. Case study is a type of study that is chosen for this study, that involves an empirical investigation of certain phenomena in real life contexts (Saunders et al., 2009, p. 145). In addition, case study is important, if you want to gain rich understanding in a certain research context. The people who will be interviewed have agreed before I start writing this thesis. The interviewees will be the project employees who are working in the project office.
Purposive (Judgmental sampling) is a sampling technique that enables you to apply your judgments to selecting cases that can meet the specific objective of the study and to answer the research questions (Saunders et al., 2009, p. 237). Besides, it is the best sampling technique to work with very small samples in case study research. As my interviewees are members of the project office, it could fit this sampling mechanism. My selection criterion was to interview those who work in the project communication section. Case studies can able to increase the reliability and validity of the research (Yin, 1993, p. 34) it also argued that descriptive studies will be compatible with this approach. Therefore, case study approach could be applied for a better source of information for this study together with purposive sampling. Moreover, case study is employed when why and how questions are asked by a certain events (Rowley, 2002, p. 16). The other important argument for selecting this sampling is based on the limited number of employees who are working in Umea 2014 project office. According to my pre-study information, the total numbers of employees who are working in the project office are only nine individuals, so my interviewees are some of the employees who can give detail data about the communication process of the project office selected by using the above sampling method.

3.5 Research strategy
The commonly research strategy that is employed by researcher are; qualitative and quantitative research strategy. Each strategy is guided by its own different data collection methods (Bryman & bell, 2007, p. 120). Quantitative data collection data collection employs different measurement that can be quantifiable, this study mainly constructed based on different quantitative data and numbers. The analysis of this data collection method can be; charts, graphs and statistics to explore, present, describe the relationship of trends (Saunders et al., 2009, p. 414). Whereas, qualitative research is a non-numeric data that cannot be quantified, it can also manipulated based on the manipulation of participants.

It would be advantageous to used qualitative data collection methods in this research, because it can able to allow the researcher to develop theory from the data collection process (Saunders et al., 2009, p. 481). The other reason argument to follow this data collection method is that, it can able to look the problem depth when the research approach intends to focus in certain studies.

3.6 Secondary sources
Secondary sources could be either qualitative or quantitative data. Secondary data can play an important role in research activities by providing permanent data, comparative (contextual data) and unforeseen discoveries (Saunders et al., 2009, p. 268). Searching different information sources helps me to better understand the” communication systems (process)” of projects. It can also further help to develop the theories about the topics. For my literature search, I used 6 books that deal about project management and communication. On the other hand, my other source of information was: project reports, journals and websites. In addition to this, I used Umeå university library data base, Google scholar to search relevant source of information. During the use of secondary sources, I only try to use those only referenced correctly and the information that can be reliable. Finally, I used the company website, weekly reports and pre-assessment information to write the introduction part of this research.
3.7 Data collection

The process of data collection can be conducted by semi-structured and open-ended interviews that can able to develop emergent phenomenon which is not thought before. Emergent ideas are very important in the interview process, since the communication of the project office is very wide especially the external communication of the project with its stakeholders and partners. Different data sources could be emerge during discussion with respondents (Eisenhardt & Graebner, 2007, P. 28). Based on the pattern of the interviewer, the first interview increased the quality of the second interview, and so on. The quality of the collected information is also improved after the first interview takes place. The estimated time of each interview takes place on average from 20-40 minutes based on the response for each questions. Of course, the first interview will be the base to the rest of the interviews in the aspect of quality and improvement.

Semi-structure interview is a kind of interview that involves the balance and openness of the questions. In such kind of interview, the respondents have full freedom to answer the question based on their personal understanding. In addition the same kind of question is answered by different respondents. However, semi-structured interview are time consuming since it could be analyzed. The other characteristics of semi-structured interview are flexibility of the questions, since it does not follow chronological order (Berg, 2004, p. 57), this help me to raise new issues during the interview. Moreover, it can help me to add new question for the issue who raised from the first interviewee, for instance, The manager of the project mention that the municipal politicians are considered as part of internal communication, since they are the sponsors of the project, this concept issued for the interview of the next interviewees.

3.8 Interview guide and approach

My first contact with Umeå 2014 project office was made before I start my thesis, because I should have to guarantee to get collaboration by the employees during the up-coming data collection process. After I got satisfied assurance, my next step was to choose the right candidates for the interview process based on the purposive sampling, the selection criteria was based on the highest positions of the employees especially those who have direct contact with the communication aspect of the office. The interview guide is prepared in connection with the theories discussed in the second chapter; accordingly the interview guide has the following seven main parts: Internal communication, communication system, communication plan, external communication, formal vs informal communication, knowledge sharing and finally verbal vs non-verbal communication (See the Appendixes). After I finish the interview guide, I made an appointment with the interviewees.

The interview conducted in Umeå 2014 project office, which is carried out on one-to-one basis using tape recorder and taking notes. Before the interview, I inform about the interviewee about the topic of the research and made self-introduction. The interview process will be held in English, since it is the only choice that we can communicate together. Every interviewee has asked almost the same kind of question, except some question that will be forwarded to some of the employees that can match directly with their position. For instance, the question that asked to the project manager (Artistic director) might not be exactly the same with the rest of the employees; the artistic director (project manager) and the communication head are more asked about the communication based interviews, while those who works in the position of coordination and assistance more focused in the role of verbal vs nonverbal & formal vs informal communication. My last interviewee; professor in Umeå university asked only 3 question that
deals about the channels & way of communication between the University and the project office, since they are the external stakeholders. Conducting face-to-face interview able to understand the inside feelings, signal symbol like body language, facial expression and personal communication between the interviewer and the interviewee. Elaboration was common during the interview that was not clear for the interviewees. Due to the overlapping nature of the concepts, follow-up questions are made to confirm what has been said during the interview process, I was used printed interview guide and my note book to follow –up the questions as it is argued (Kvale, 1996, p.134) to use different manuals in order to improve the data gathering process in the interview process.

The interview was conducted in an anonymous way without disclosing the personal information of the interviews, this can made comfortable to answer any kind question. Moreover, based on the research question “communication of the project internally and externally”, can enforce them to discuss about the personal communication of the project officer with their co-workers, so, it is recommended to keep the interview anonymous for the freedom of respondents. The interview questions are developed based on the theories discussed in the previous chapters see (see Appendixes).

Quality of respondents should be high in conducting research (Saunders et al., 2009, p. 371). The respondents which are selected in this thesis are those who has efficient knowledge in managing Umeå 2014 project office. Every interviewee represents different roles and position in the project office, which is very significant to brought up new ideas and suggestion in the role of communication in their respective positions. In addition, the employees are currently working in the project, so it would have much importance to collect relevant data on the day to day communication of the employees internally and externally. The total employees of Umeå 2014 project office are 9, thus makes easy to collect the needed information without any complex of organizational structure. The following table shows the overview of respondents:

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Position in the project organization</th>
<th>Years in the office</th>
<th>Location</th>
<th>Date &amp; Time</th>
<th>Length</th>
<th>Type of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent 1</td>
<td>Head of communication</td>
<td>3 month</td>
<td>In the project office</td>
<td>2012-05-19 14:30-15:14</td>
<td>43 minutes</td>
<td>Open-interview</td>
</tr>
<tr>
<td>Respondent 2</td>
<td>Communication officer</td>
<td>2 years</td>
<td>In the project office</td>
<td>2012-05-19 15:15-14:40</td>
<td>23 minutes</td>
<td>Open-interview</td>
</tr>
<tr>
<td>Respondent 3</td>
<td>CEO/ manager of the project</td>
<td>1 year</td>
<td>In the project</td>
<td>2012-05-21 10:05-10:35</td>
<td>30 minutes</td>
<td>Open-interview</td>
</tr>
<tr>
<td>Respondent 4</td>
<td>Artistic manager/ project officer</td>
<td>6 years</td>
<td>In the culture office</td>
<td>2012-05-22 08:40-09:07</td>
<td>27 minutes</td>
<td>Open-interview</td>
</tr>
<tr>
<td>Respondent 5</td>
<td>Professor in Ethnology department</td>
<td>20 years</td>
<td>Umeå University</td>
<td>2012-05-22 14:00-14:12</td>
<td>12 minutes</td>
<td>Open-interview</td>
</tr>
</tbody>
</table>

**Table 2. Overview of respondents**
3.9 Truth criteria

Reliability

Reliability refers the way your data collection techniques or process will be consistent. The term answers three basic questions: If the study can have similar result in other studies, if similar observation can be done by other researcher and the way of transparency in collecting data’s (Saunders et al., 2009, p. 156). This part is partly discussed in the first chapter; the outcome of this research only resides in the selected project organization. Observation can be done by different researchers; however the results might be related or unrelated with the outcome of this research. Regarding the data collection mechanism, I try to discuss it in section 3.7 & 3.8. The data are collected by conducting semi-structured interview with the 4 employees of the project and 1 stakeholder of the project. I was using tape recorder and taking note during the interview process.

Validity

Validity deals with “whether the findings are really about what they appear” (Saunders et al., 2009, p. 371), that determines the quality of knowledge produced. Kvale (1996, p. 242) discuss the tactics that can able to overcome the problems of validity, some of them include: checking the meaning of outliers, following-up on surprises, triangulation, getting information from informants and looking for negative evidence. Accordingly, I try to prove the content of the interview from one another by using triangulation system. For instance, some interview was not included in the analysis even though it was interesting due this approach. Sometimes I used through calling to the phone of the respondents or listening the interview video again in order to confirm the information. The collected information has to be proved by multiple cases than only using one interviewee and organization (Kvale, 1996, p. 249). According to (Yin, 1993, p. 34) validity explains the hypothesized understanding of the theory, accordingly the collected data of the literature part is tested in the empirical part before directly accepting them in the conclusion.

Generalizability

It is sometimes called external validity; it concern if your finding are equally applicable to other researches or other organizations, particularly it concern if you are conducting case study (Saunders et al., 2009, p. 156). Since I clearly discuss the event, date, time and approach of the interview will not have an impact in the generalizability; this means that it will be difficult to replicate the study. Furthermore, behavior of the interviewee during the interview like tone of voice, personal traits in the interview process could be difficult to replicate. The context of time is also unique in this study since the project office will end up in the end of 2014, which will be difficult for similar researches. The final reason could restrict generalizability can be the scope of the study; as the study only focuses in Umeå it would be difficult that chances of generalizability will be high.
4. Presentations of results

This chapter presents the results of the five interviewees based on the collected data’s in project organization and the biggest stakeholders of the project, which is Umeå University. The presentation includes the background of interviewees and their positions in their respective organization. The response of respondents will be presented based on the classification of the interview guide.

Before presenting the results, some important terms has to be explained. Some of the terms are: ECC (European capital of culture) and Umeå Kommun. ECC is an annual European Union event that aims to highlights Europe common heritage and arose the interest of cultural richness among the European Union countries. The main objective of ECC is to increase cultural exchange with each other countries. The cities that has selected for this program has to be situated in different parts of Europe in the way that reflect cultural diversity. The other aim of the project is to highlight the richness of European culture, diversity of culture by the feature they share, which in turn facilitates mutual cooperation among European Union citizens. Umeå Kommun is the city admistration of Umeå that funds the project of Umeå 2014 cultural of capital.

4.1 Respondent 1

Background

Respondent one has been working in Umeå 2014 project office for three months, but I acquire very important information from the interviewee. The position of my respondent is head of communication of the project office. As all the internal and external communication of the project office passes by this interviewee, it was very important to collect the communication trend of the office internally and externally.

Internal communication

For the questions regarding the role of internal communication in the project office and how they communicates internally, respondent one replied that internal communication is very important in the office in the way to coordinate and communicate with each other to keep informed each other for updating all employees in the project. In addition, she mentioned that the main focus of the communication is to coordinate activities in the office. Answering the way (channel) of communication, respondent one answered in the following:

“We communicate by weekly meeting, telephone interview from Stockholm and Malmö who coordinates the communication process, meeting every Monday morning, email communication and finally we try to have from 2-3 weeks every year free from external meeting so, that we can discuss and communicate only internally”.

And continued to explain the importance of internal communication to coordinate the activities of the project office as she said “the project office is very slim by having only 9 employees that coordinate the activities”. For the questions regarding high-tech technologies, she replied the following:

“We use municipality platform; the municipality has a special place that we can put our documents so that the politician of the city can easily access and check the activities of the project by a special admission and password to control the activities done by the project office”.
The respondent continued to argue about the future communication of the project, she said that they have a future communication plan, but not in detail one. According to her, cooperation with another projects and partners are aimed to be long term oriented communication. As she explained, the main objective of communication in the office is to encourage co-creation for those who want to be part of the project based on the logo of the project (heart).

For the questions regarding the communication system and focus of the communication, the respondent said that, the communication system focuses in coordination than advertising. She said “the advertising will start next year when we start the sami eight season schedule”. In addition, she highlight that the main focus of the communication is on external communication on project owners (Politicians, ambassadors and potential sponsors) are the main target groups.

**Communication plan**

In the response of how the communication plan looks like in the office, the respondent replied that, the communication plan of the office helps employees to be well informed and to know what everybody does. Moreover, she thinks that the communication structure is not based on top-bottom perspective; rather decisions are decided by dialogue followed by final consensus. She also mentioned positions of employees who work in the project to show the size of the project office. The leading group of the project organization are; the director, the head of administration, the head of communication and the artistic officer. In the questions regarding the content of the information that is forwarded to the audience, she replied that, they communicate about the project progress, finance. The communication took place every weekend continuously about the general progress of the project work, strength and weakness. Besides, she mentioned that, the artistic manger is the leader of the leading group, who held weekly meeting about the applications that comes in to the project and finally decides based on their criteria’s to be part of the program. She also mentioned that, the communication section has their own meetings that held press release, advertisement and communicating with social medias.

**External communication**

In the reply of the question regarding the external communication, the respondent one answers that, the external communication of the project focuses on cost effective mechanisms. The communication usually goes to project owners, partners and donors. Moreover, she describes the focus and way of external communication as follows:

“We use our money smartly, of course we conduct important meetings with stakeholders and partners, we have also weekly news letters that communicates with partners”.

After asking about the channel of external communication, the respondent answers that, the main channels of the external communication are: website, newsletters, Facebook, Twitter and finally the personal contact of the artistic director are the main source of communication. Regarding the future oriented communication, she said that they have project leader that aims to promote the project in cooperating with the ice-hotel as an ice-tour in Europe. The tour covers 8 biggest cities of Europe that includes London, Paris, Barcelona, Milano, warsow and Copenhagen. According to her, the program creates a big opportunity for Umeå to be known in whole Europe with the help of the Ice Hotel and Umeå University. This project helps to increase the image of the program by advertising the brand along with the ice-building since the ice-hotel is famous in whole Europe.
**Formal and informal communication**

For the questions regarding formal and informal communication in external communication, respondent 1 suggests that, the formal communication can be expressed by reports. In her example, she mentioned that the European Union has made a monetary report about the progress of the project based on the planning process to follow the process. Concerning the informal communication, she said that they had personal contact with European Union of monetary policy. Moreover, they had an informal communication with a former culture of capital cities for exchange of experience and idea. On the other hand, she said that, the basic channel of formal communication is: meetings and email communication. She also confirmed that informal communication play an important role in the project by facilitating employee’s part of the project. In regards to knowledge sharing, she said that knowledge sharing will be created either in formal and informal communication of the project and it contributes its role in the project communication process. She continued to interpret that every one of the project worker have to know, high knowledge what to do, ask and whom to communicate inside and outside the project.

**Verbal and in verbal communication**

Concerning the question about the role of formal and informal communication in the project, respondent one answers that, verbal communication contributes in the aspect that every member of the project can communicates both written and non-written (oral) communication in the office. In regards non-verbal communication, she said that, the pictures of the project, logos, symbol (that depicts everybody can be part of the heart). The heart by itself explains deep message that everyone can be part of the project and can communicate freely; it is very open symbol as it encourages co-creation. In the question of the size of the communication, she replied that, currently the office is using small size communication (committee meeting, telephone) for the moment, but they plans to use wide medias as of next year.

**4.2 Respondent 2**

**Background**

My second interviewee has been working in the project organization for one and half years, since the beginning of the project as the position of communication officer and web manager. His duties and responsibilities include administering the communication of process of the office internally and externally along with the communication head.

**Internal communication**

In the response of the questions regarding the role of internal communication, he replied that, the role of internal communication is very high; he replies in the following ways:

“Internal communication can be work by different communication channels. Some of the channels that we use in the internal communication process are: email, telephone communication, daily physical communication and meeting every Monday that aims to evaluate the activities that has been done by the project”.

Regarding the high-technologies involved in the communication process, he said that shared server is used to store documents to all member of the project. The objective of communication in the project office is to keep everyone informed about the work. The communication system of the
project is based on different channels of communication, the main focus of the project is based on day-to-day activities, besides he mentioned that they have a planned group that decides the upcoming communication strategies of the project office.

**Communication plan**

Questions regarding the main aim of communication, as answered by the respondent that: every part of the project has responsible for the communication process. The communication process is also supported by three individuals who live in Stockholm and Malmö that can advise on the overall progress of managing the project. In addition, the glasshouse gives external communication to the public and tourists. In the reply of the questions, what kind of information that forwarded to the audience, the respondent replied that, most of the time the information are practical details, duties and responsibilities. It is also confirmed that the communication is continues not rested in a single period. In the response of the question regarding the responsible body of the communication, he replied that the responsible body is the communication head; however everyone is took place in the responsibility.

**External communication**

In the response of questions regarding external communication, he said that the external communication of the office is based on the social networking channels of Facebook and Twitter that can communicate the external forces. Besides, the main channels of communication that are involved in the project are: phone calls, emails and meetings. For the questions regarding the future oriented communication, the respondent replied that, currently the office want to use social medias like Facebook and twitter, but for the future the importance of video (digital communication) will be very important. The future communication aims to communicate by increasing the social medias and video to highly advertising in the futures.

**Formal and Informal communication**

For the questions regarding the role of formal and informal communication, he wants to skip the questions because he doesn’t know what to say to the answer. In the response of the question if informal communication is creates common understanding among each other, the respondent's replies that, all the networks and informal meetings that can be either outside or inside the project is very important in creating common attitudes towards something. In the questions regarding knowledge sharing, he replied that, knowledge sharing will be created by communication internally and externally. He said that:

“...Since everyone has their own views on the project of Umeå 2014 culture of capital, these ideas are facts that everyone needs to share and experience on it. The expectation of the project office is to let people understands about the objective of the program that can be achieved by sharing ideas in different ways”.

**Verbal and non-verbal communication**

For the questions about the role of verbal and non-verbal communication in the projects, the respondent replied that, both verbal and non-verbal communication is very important in the projects. He continually explained that, the verbal communication of the project is usually communicated by the artistic director, which is a good actor to conduct communication on the
stage for his verbal skills. On the other hand, non-verbal communication can usually expressed by the welcome greeting (Body activity) for many peoples who want to know about the project. In the last questions regarding the type of medias involved in the communication process, he said that they haven’t used TV or radio advertising yet except couple of days in the beginning process. Instead, they use newspaper advertising; editorial advertising, meetings and lower level communication are the most important ways of contact so far.

4.3 Respondent 3

Background

My third interview has been working in the project office since September 2011. His position in the project is CEO (manager) of Umeå 2014 culture of capital. He is the overall responsible person of the whole project. Previously, he was a city manager in Umeå administration which was responsible for the campaign against the nomination of the project.

Internal communication

In the questions related to the role of project communication and how to communicate internally, respondent three replied that, the main objective of communication is to know the duties and how the responsibility of individual’s feet’s in the overall work. According to respondent three, the channel of communication internally and externally that is used in the project is sometimes the same. According to him, the way of internal communication is: meetings of the whole members every Monday, physical meeting, email communication, text message, website updates and newsletters. In addition, the project has a database that is connected to everybody including the stakeholders that can access the documents shared by the members. Regarding to the high technologies involved in the communication process, the respondent replied that: Sharepoint and different software’s that facilitate the work has been utilized by the project. The objective of internal communication is to update each other in the project; on the other hand the external communication focuses on disclosing general information about citizens (stakeholders). The communication system of the project is based on encouraging making people co-creators for those who want to be part of the project.

For the question regarding the content of information that forwarded from the project office, he replied that it depends based on the stakeholders; it is different to different stakeholders. It could be: budget questions to political committee, financing, programs and different activities. The communication took place both on regular basis like newsletter and when needed. The responsible body for all communication process is the head of communication section, the key project of opera house has also be part of the communication section of the office.

External communication

Regarding the questions about external communication, respondent three said that, the communication strategy is designed by the communication section that guides how to work with channels and contents. The means of external communication are by phone and personal meeting. Concerning questions, weather the project is long term or not? The respondent said the following statement:
“The communication strategy and plan of Umeå 2014 culture of capital designed to take place in long term objective, because all the programs are designed in the long term thinking. What it will happen in 2015, 2016, and 2017, is the indication of its future orientedness. Therefore we make a priority of projects”

Formal and informal communication

In the question regarding, the role of formal and informal communication, respondent three said; all informal information is part of the project by consolidating the information source of employees. The information can be shared in lunch meeting, coffee break; after work meeting played an important role in the process to updates each other. When the respondent replied about informal communication he said the following statement:

“ We try to facilitate the flow of internal communication in the office among employees. The way we organized the office is simple for everyone can hear and part of the discussion. For example, when I talk by telephone everyone can hear and take part of the discussion, since we don’t have private rooms and vice- versa”.

Regarding the questions, if knowledge sharing can be created by either formal or informal communication, respondent three said that, knowledge sharing could be created by either formal or informal communication, especially 90% of communication is non-verbal communication, which could be a building block for knowledge creation.

Verbal and non-verbal communication

Regarding the questions about verbal and non-verbal communication, respondent three said that informal communication is normally verbal communication. Informal communication in the way you describe in formal organization be expressed as the value the oil for machinery. Generally, formal communication can combine by mail and SMS, calendar information. The non-verbal communication is part of the external or internal communication that can be sometimes expressed by body language. Regarding the question about the type of the medias that used in the office, he said that, the communication of the project looks informal inside the organization and more formal outside the organization which can be communicated via: web, Facebook, twitter, newsletter, mailing list are the main channels. In addition to that, the project communicates with its stakeholders by physical meeting when it is necessary.

4.4 Respondent 4

Background

My fourth respondent has been working in the project since 2006, starting from the first construction of the bid that aims to select individuals. His position in the project is artistic director & head of culture department, which is equivalent to project officer. He hired by the office to make Umeå win in the application process of the project. This employee plays an important role in the verbal communication of inside and outside the projects.
Internal communication

In the question regarding the role of internal communication in the project, respondent four replied that the difficulties of the project is to keep and maintain study course of the project because there are many values that add from outside the project, to adjust the project and informing all members of the project by using accurate information. He continued to argue that, since the project has only nine employees it is very important to maintain internal communication as the project has political dimensions and things are changed from time to time. Regarding the way of communication (channel) he said that, regular weekly based meeting, email correspondence, walking inside offices and newsletters that communicate the members are the basic ones. In the answer of the question, if they have high-technology that facilitates the communication process, he replied that project database is used in the project that documents all files that are used in the project plan. In the answer of the questions regarding the objectives of internal communication, he mentions the following response:

“To keep up the pace and to work with the idea of co-creation and a level of participation from team members, so that everyone can communicate in the project”. We believe communication plays a key role internally and externally to speed-up our day-to-day activities.

Answering the question about how the communication system looks like, he said that the system is based on physical meetings, small unit meeting which is based on weekly basis. He continually argued that, the internal communication of the office includes the communication of the municipality as they are part of the project. The focus of the project is based on how to create a common space for everybody; the main focus of the communication strategies of the office is external communication since everyone inside the project has good knowledge about the project, however externally the awareness is very poor.

Communication plan

In the answers of the question regarding the content of the communication, he answered that it depends based on the kind of information. He explained further that the content of information that is communicated to the public, stakeholders, municipality and administrators of the region depends based on their interests. However the main contents are resource and project. The communication is directed when it is needed and on continuous basis. In the answer of the responsible body of communication, it answered that all the communication process is directed by the project head.

External communication

In the answers to the questions how the external communication looks like, he replied that the external communication will be delivered by newsletters, advertisement, glass house activities, social communication, meeting groups and social medias. The channel of communication that is used in the external communication is: different social medias, web, newsletters, national and international conferences. In the answer, regarding future communication plan, he said the following:

“I think we have to communicate together with the municipality, because the municipality has a section that works with communication and to have that unit united with our
communication strategy will be the best source of communication for better effective communication....”.

**Formal and informal communication**

When respondent four answers questions about the role of formal and informal communication in the project, he explains that formal communication is very important and main source of communication. The informal communication is the regular day to day, mouth to mouth explanation of the project. He further argued that informal communication is very important for the aspect that it will be easy to carry or ambassadors that better communicate the project informally.

“Many people externally believe that we have to solve the problems of the society when we say that, we will support all the stakeholders who wants to do a job. Informal communication creates common attitude towards something, I believe the communication within the office is not big since we are very small organization”.

The informal knowledge within the office is existing and that is the best track to communicate in the project. He also highlight that the role of formal communication might not be highly important in a small organization. Based on the argument of the respondent, verbal communication and non-verbal contributes a lot in communicating the project outside and inside the project. In is example, he mention that the verbal communication that usually applied in the project is by physical presentation about the project. Answering the final question about the tools of communication used in the project, the respondent said that most of the media that are used in the project are: regular news, newspaper and sometimes working with the radio

**4.5 Respondent 5**

My last respondent is chosen from the external stakeholders of Umeå 2014 culture of capital to look what the external communication looks like among the stakeholders. The respondent is professor in the department of ethnography. Even though, it would be quite enough to look the external communication of the project from the internal employees of the project, I want to add one stakeholder of the project in order to balance the information from both parties.

Regarding the questions on the way of communication with the cultural office, he replied that the most common mean of communication is personal meetings, seminars and email communication about some issues of the project. He further explains that “if the university has ideas what the university could do with in the cultural capital event, we held different communication means in order to discuss the implementation process”. According to respondent five, the main objective of the cultural office and Umeå University is to establish the university as important actor in the project, specifically how to coordinate activities that focus in the university. Besides the university has the task of doing critical research culture in Umeå and to analyze the capital of culture project.
5. Analysis

This chapter analyzes the previous presented results in compatible way with the theories in the second chapter in order to answer the research question and to look the internal and external communication of the project office. The interpretation is made based on the empirical results, the presentation has 4 important parts; communication theories, communication plan, formal and non-formal communication, knowledge sharing & verbal and non-verbal communication.

Results from the previous chapter are interpreted with the help of the theoretical framework. In order to remind the reader I have to discuss the main parts of the theory shortly, I summarized the theories as follows. a) communication theories b) communication system c) communication plan d) formal and informal communication e) knowledge sharing f) verbal and non-verbal communication. The analysis of the interview will be presented in the aspects of the theories that have been discussed in the previous chapters. The theories are built in the way to answer the research question that is the way how the project office communicates internally and externally.

5.1 Communication theories

In the discussion of (Müller & Turner, 2010, p. 24) communications play an important role in for the success of any projects. In any successful project where project management appeared to be done, the capabilities of communication are the main factor for the project success. In addition, communication is very important in the case of medium complexity, maintenance project and innovation process. The authors further explained communication as “lively communicator addresses others and win support, then the communication inspire staff and audience and accessibility”. From the interview, I noticed that all the respondents of the project believes that communication is an important tool for the interaction of the project with the external public and among the inside project. All the interviewees believe that communication can fasten coordination of activities ether internal and external the project. Others mentioned that communication is very crucial since the project employees are very small in order to update each other. In the argument of (Mazzie, 2010, p. 221) internal communication aims to information exchange, targeting messages, delivering communication, targeting messages and educating the workers to share information about their companies. The analysis of the interview is also support the above theory, all interviewees respond that internal communication is the basis for the effectiveness of external communication. They also argued that they have a weekly basis meeting before they start their job in the beginning of the week to develop internal communication and made things clear for the employees. Respondent one explains the role of internal communication in a way to cooperate, coordinate and to keep each other duties and responsibilities in the office.

Cromity (2011, p. 34) argued, the communication that is made internally can be in the form of meetings, reports and different coordination. This argument is further bolstered by (David, 2011, p. 72). He highlights, internal communication is vital for the proper functioning of the company. The communication that is made internally can be in the form of meetings, reports and different coordination activities. The results of the interview support the argument of Cromity (2011). For the question asked about the way of internal communication (channel) in the project, the respondents believe that the main way of communication in the project is conducted by weekly meeting, daily personal meeting (physical meeting), SMS, website updates and weekly newsletter. In addition to that, results shows that employees will be free from work to discuss and communicate internally, the project is also having 2 hours meeting every monday that evaluate
and discuss about the overall progress of the project activity. Moreover, respondent three mentioned that they have a database that can able to communicate to every internal employee by accessing the documents and files by easy accessibility. The artistic manager of the project stress that one of the way of communication is walking inside the office to deal about what is to work and how to work activities, he also argues that, even if an employee miss a meeting, he can communicate by sending the discussion protocols by email correspondence in order to keep up with the rest of employees.

The findings of the research seems confirming with the observation of (Zhao & Rosson, 2009, p. 243) modern communication pattern has been influenced by the emergence of computer-mediated communication technologies (CMC). In fact, for the questions if there are modern technology to manage the project, all the respondents replied that they have project database to store the project and to communicate with all employees. Although, all of them agree that they have a database to share the documents, they express in different means. Respondent one replied that the municipality database is used to share documents by accessing the passwords. On the other hand, respondent three answer that; shared server is the main resource to share documents in the project. It has been discussed by Müller & Turner, (2010, p. 24) about mutual exchange of information for exchange and finding the right level of information for communication, the results of the interview similarly shows the same findings. When they answer question regarding the aim of communication, three of the respondents answers the aim of communication in the office is to keep everyone informed and updated themselves about what to do in the office. One of the respondents suggests the main aim is to encourage co-creation for everybody who wants to be part of the project. One of the different results for the same question was from the stakeholder (Umeå University) that mentioned the main of external communication is to establish Umeå University as an important actor in the cultural office by planning and organization important events that can magnify the cultural capital project.

The communication system is viewed differently by the respondents. According to respondent one communication system of the project is not developed much until the coming year, where they expand it aggressively, whereas based on the third and fourth respondent, the communication system of the office is based on creating common space for everyone. According to the argument of (Johannessen, 2012, p. 31) system of communication is a combination of management, social, economic and cultural communication (model of communication capabilities). From the empirical observation, I figure out that, all the respondents have different views on the model of communication capability. Accordingly, respondent one believed that the communication of the office focused on external communication, whereas the fourth respondent believe that the focus of information depends on the contents based on the need among stakeholders, the municipality and the public at large. The rest of the interviewees belong to the above two kind of trends.

5.2 Communication plan
In my review of literature, it has been discussed that (Klein, 1996, p. 32) establishing communication infrastructure is very important in any projects for the right flow of information; the most common of means of communication are progress reporting, meeting and project portal. In my results regarding the final receiver of the information during the communication, I found out that three of them said to be the sponsors (external communication). The fourth respondent said that it will depend based on the information; it could be to the stakeholders, sponsors and
members of the municipality. Regarding the questions about the content of the information forwards, the empirical results confirm the theoretical part.

Respondent four and one suggest that, the contents are resources, project plans, project progress and finance issues. On the other hand, respondent three said that the content of information is practical details (Duties and responsibilities). Two of my respondents, believe that the communication of the project office is continuous and progressive. The fourth and the third respondents suggest that the communication took place both when needed and in continuous manner. In the final part of the communication plan, it has been discovered by all respondents that the responsible body of the communication process is the communication head of the project.

It was argued by (Mazzei, 2010, p. 221) about the importance of integration between internal and external communication; it is impossible to isolate the flow of internal communication from external communication. The empirical analysis shows that the project office uses almost the same kind of channel internally and externally. In general the response on the role of external communication shows that, the project office has designed communication strategy that facilitates the communication process either internal or externally which led by the communication head. The results of the interview about the way of communication (channel) also support the theoretical part. The first interviewed believes the external communication is made by the direct contact of artistic director and program group with stakeholders, the second and third interviewer believes that the way of external communication can be made social medias like Facebook, Twitter, digital phone and physical meeting are some of the main communication ways. The fifth respondent explains in more details about the external communication in detail since it is the biggest stakeholders of the project organization. According to the interview collected from Umeå University, the main aim of communication with the university is to bring new ideas the university can do in the cultural project, finally he suggest that the channel of communication between the university and the project office is by meeting, mail correspondence and personal contact when it is important.

The findings of the observation seems in collaboration with the argument of (William, 1992, p. 4) which highlights, adaptive communication system comes from the vision of the organization which is linked to the mission of the organization, due to that it views as high priority. It incorporates long term communication objectives, philosophy statements, mission statements and communication policies. After asked about communication plan, respondent one replied that the project office already organized a project leader in co-operation with ice-hotel to have a tour in big cities of Europe to expand destination marketing which is totally future based. Respondent three also said that, all the communication campaign will long last up to 2015, 2016 and 2017 which has to be future oriented. The fourth respondent also support the above idea, he said that the project plan has planned to work together with the municipality for better marketing efficiency. The stakeholder (Umeå University) also believes that the university has double role in related with the project office, bringing ideas that can further participate people and doing critical research on culture and related issue as inputs for the project.
5.3 Formal and informal communication

The findings of the observation again shows similarity with the argument of (Fischbach & Gloor, 2009, p. 140) “if the formal organization is the skeleton of the company, informal communication is the nervous system that drives the process, thoughts and action in to business unit”. There are several statements that confirm the value of both formal and informal communication played crucial role in the project organization. For instance, respondent one describe the role of formal and informal communication in the project office internal and externally. Accordingly, he said the main formal communication in the office can made by formal report about the progress of the project to European unions, whereas, the informal meetings sometimes made with previous culture of capital cities as exchange of experiences. Respondent three also supports the suggestion of respondent one, he said all informal communication is part of the project; informal communication can be exchanged at lunch meeting, coffee break and after work meeting played an important role that the team can talk and update each other freely. The fifth respondents suggest that informal communication is the day-to-day mouth communication of the employees inside and outside the project. The analysis shows that informal communication given an important role in the project office. For instance, one of the interviews of the respondents shows that the project office built as “open” so that employees can see each other in the office and can share ideas each other. He also argues that, the phone call of each room will be heard by the other party if they keep the offices open in order to share informal communication.

The finding of the research seems agreed with the theories of (Zhao & Rosson, 2009, p. 244) regarding the benefit of informal communication model (relational benefit vs personal benefit). There are several implication that proves this, for instance, one responder suggest that “the more employees increase informal meetings the more we know each other” for better communication. Relational theory dictates, informal communication can able to know the thinking of other, this can justify by the above observation. According to the argument of (Zhao & Rosson, 2009, p. 245) informal communication from peoples outside the projects during the weak interaction of employees, can able them to build rapid feeling of mutual trust which is called “swift trust”. The finding of the interview is also supports the theories discussed in the second chapter, for instance, respondents three suggests that 90% of communication in any organization is non-formal, so that it will be easy to share ideas, concepts and project activities. The interview of respondent two also claim to support the ideas, he said that it would be easy for him to share ideas informally than formally.

5.4 Knowledge sharing

Drawing up on (Renzil, 2006, p. 206) takes the argument that, the performance of firms is highly increased when individuals shared information, lessons, best practices, experiences, insights and common grounds. Although, it couldn’t able to justify the above theory based on the empirical analysis, all the responders agree about the knowledge sharing process among the discussion of employees about issues. One of the examples is the interview of respondent three, he mentioned that there are always facts in the mind of the people that wants to share them with other, he suggests that informal communication is more favorable to share ideas than formal one. Considerable research conducted by (Renzil, 2006, p. 208), depict that external and internal knowledge sharing is different in regards to frequency of interaction and closeness of an individual in knowledge sharing process. I couldn’t confirm this theory based on the empirical analysis, however the respondents generally suggest the knowledge experience is shared by either
formal or informal communication both in and outside the project. In general, all respondents believe knowledge can be shared especially in the case of informal communication inside the project team and among the stakeholders and the politicians of the municipality.

5.5 Verbal and non-verbal communication
The communication model of (Beardsley et al., 2012, p. 30), demonstrate that the role of verbal communication (words express ideas) whereas nonverbal expression expressed by emotions and attitude play an important role for the exchange of the message. There are many evidences that supports in the empirical analysis of respondents. One of the indications is the response of respondent two, he said that the verbal communication of the project office is led by the artistic director (project manager) of the project; he also adds that, he is very experienced and talented to conduct meetings in the stage to convince the stakeholders and the audience. In general, the verbal communication of the office can be used using mail, SMS, calendar information inside the project.

The findings of this paper seems collaborates with the argument of (Beardsley et al., 2012, p. 33) regarding the contribution of non-verbal communication in organization which counts approximately from 55%-95% of the whole communication process. There are several outcomes of the analysis that confirm this data. Respondent one suggest that the “heart” symbol of the project office is open logo that communicate any kind of interested peoples informally, according to him “putting the heart symbol in different part of the city and many other places communicate informally than speaking about the program externally”. Respondent two believes that being able to communicate by informal communication can able to reach many people as far as possible. Based on the analysis of respondent two, the project office communicates informally inside the project and formal for the external environment, he also adds that the project communicate externally by the means of social medias like Facebook, Twitter, web, newsletter, mailing list and similar digital communication. Moreover, the project conduct physical meeting to communicate with its stakeholders. Generally, the results of the analysis show that the project offices use small sized medias like newspaper and meetings.
6. Conclusion

This chapter concludes the key findings and contributions of this research in connection to the research questions and the purpose of the study. Moreover, it raises up the main constraints during the whole research process. Finally, it suggests further research and acquaint readers the importance of conducting extensive research.

Thought out this research, I have examined how the project office of Umeå 2014 culture of capital communicates either internally or externally with its stakeholders. This paper began with short introduction of Umeå 2014 culture of capital and its short story, next to that I highlight with different theories that deals about project management, communication and related aspects of the industry in the way that can investigate the research question and fulfill the research purpose. This research also highlighted the potential limitation of previous researches on the industry, shortage of studies in the cultural settings leads the researcher to examine the study area to fill the research gap. The methodological part of the research is written in compatible with the review of literatures in order to link the flow of every chapter.

The purpose of the research is to explore the role of communication in managing the project and to answer the research question, the research questions are: (1) how does the project office communicates internally to communicate to direct its activities and (2) how does the project office externally communicates with its stakeholders. The research questions seems similar, however it is has different approaches and means to communicate in the project internally and externally based on different theories. Moreover, the second question is broader than the first one. As I discussed it in the first chapter, it is possible to look the external communication from the findings of the interview made to the internal employees as they are directly related to the issue.

In order to answer the research question, the study presents different previous theories of communication model, system and related studies that explain about the way of communication within and outside the project thought it also mentions the limitation of the previous studies in this area. Moreover, the highlighted theories in related to detail empirical studies could help to investigate the communication way of Umeå 2014 project office, which also be a good contribution from this study. The theoretical framework has been tested and proved in the empirical analysis; therefore the findings of the thesis presented in the analysis part can able to show possible answers for the research questions. The draw of the empirical part is conducted by semi-structured interview to 4 of the project organization and one of the biggest stakeholders of the project ,which is Umeå University that can able to look the internal and external communication mechanism.

Although, the theoretical part could indicate the probability of answers for the research questions, both of the research questions can be answered after the empirical analysis, which demanded in-depth understanding of response of respondents in related to theoretical frame work. As I discussed earlier, the empirical data are collected mainly from the employees of the project office and from one of the stakeholders to prove the flow of information. Generally, the analysis of the research indicates that the theoretical part is mostly proves by the empirical part of the study, the most significant findings that emerge from this part includes: how & in what way the project office communicates internally and externally, the role of formal and informal communication in the project office, impacts of verbal and non-verbal communication and how knowledge creation occurred during the communication process.
Findings of this research shows that, Umeå 2014 project office has given due emphasis on its communication capabilities. Although the project has limited employees, it organizes communication teams that facilitate the interaction internally and with external stakeholders. Based on the empirical analysis the project office internally communicates by weekly meeting, SMS, email correspondence, project website and by the help of share point; a data base where all employees can share different documents used in the project. The results shows that the project office emphasize on external communication than internally. The common channel (means) of communication that the project applied is by the help of the artistic director, moreover weekly news letters, advertising email, social media like Facebook and Twitter, physical meeting and common database contributes in the communication with its stakeholders and municipal office. To be specific about the findings, the main ways of internal communication figured in the studies are: weekly meeting, personal contact, email correspondence, SMS, project website, shared information and informal communication outside the work environment. Whereas the main external communication means are made by the presentation of Artistic director, meetings, weekly newsletter, social Medias, email and by the help of the glass house. The findings shows, the internal and external communication of the project office almost shares the same channel of communication as it mentioned above. It also noticed, the glass house of the city contribute significant role for the external communication with the public and stakeholders. Moreover, the employee works in an open room so that information can flow easily in the work place. The communication of the office seems also triggered by one of the elements of informal communication (Kinesics) as it discussed by (Beardsley et al., 2012, p. 30). The study also proves that knowledge can be shared in the process of communication within the project or with stakeholders.

To summarize the main contribution of this research is that, it contributes aspects of methodological, theoretical and practical practices. It also increase understanding in the communication process of managing projects. Furthermore, it provide valuable information to Umeå2014 project office in how to manage communication internally and externally, finally, it gives awareness about project management, communication and way of communication in project organizations as it is discussed in section 1.5. The conclusion of the study is only representative for the selective project organization.

6.1 Limitations & future implication

One my limitation while I was writing this research paper was time constraint. It would be possible to use more detail and wide range of theories if I would have enough time. Besides it could able to interview more number of stakeholders (partners) if I could have time, but since I didn’t have enough time, I forced to interview only one of the stakeholder. The other limitation of the study is absence of Umeå 2014 representative of the university during the interview period, during the interview she was in vacation, so the interview was made with her colleagues, if she would be there, more ideas could able to raise up. Generally, the biggest limitation in this paper was time it also reflected in the editing and re-writing process.

Although, the study included important actors of the project, future research is encouraged to improve this research. For instance, the collected data from both the project organization and external stakeholders are very simplified as the whole empirical study based on the outcome of the interviews. Future research is needed to expand the sample size and look the internal and
external communication in a wider sample. Finally, the theories in the areas of external communication is too limited in this paper, further studies are important in the way to include more exploration of theories in the aspects of external communication.

The unit of analysis that is included in this research includes project employees and stakeholders. In order to achieve detail understanding in the study area further individuals and institutions has to be part of the study. For instance, members of European Union, municipality workers might take part in the interview process to collect rich information regarding the internal and external communication. Besides, it could able to incorporate the suggestion of some of the strategic partners of the project office and the general public as the project is designed to participate all citizen of the Umeå. In addition, to bolster the external communication means, further group of stakeholders is encouraged to be examined.

As I mentioned above, even though this study includes 5 samples sizes, future research is encouraged to use bigger sample sizes from different parties involved directly and indirectly in the project office. For instance, it could be possible to look the communication patter of the project by taking samples from the office itself, project partners, public, stakeholders, and previous capital of culture cities, municipal officials and European Union members. In addition, as communication is very vast topic, further identification of theories could increase to look the research area in regards to internal and external communication in projects. Finally, the developed theoretical framework that developed in this research could be tested in other project organization since; most of project organization has inside and outside communication at the same time.
References


APPENDIXES

Institution: Umeå University
Program: Master’s program in management

Topic of the research: The role of communication in managing projects

A. Position?

B. Work experience in the project?

<table>
<thead>
<tr>
<th>Theories Discussed</th>
<th>Interview Question (Open questions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. Internal communication</td>
<td>1) What is the role of internal communication in the project and how do you communicate internally?</td>
</tr>
<tr>
<td></td>
<td>2) What is the way of internal communication (channel) in the project office uses (i.e meeting, report, etc)?</td>
</tr>
<tr>
<td></td>
<td>3) Is there any high-tech technologies involved in the communication process? i.e. share points, project portal and wikis that can facilitate the communication effectiveness &amp; efficiency ?, How about long-term communication plan, if any??</td>
</tr>
<tr>
<td></td>
<td>5) What is the objective of the communication?</td>
</tr>
<tr>
<td>D. Communication system</td>
<td>6) What does the communication system looks like?</td>
</tr>
<tr>
<td></td>
<td>7) Where does your communication focus? i.e management, social, economic (Technical) and cultural?</td>
</tr>
<tr>
<td>E. Communication plan</td>
<td>8) What is the main aim of communication in the office and who is the final receiver of information during communication process??</td>
</tr>
<tr>
<td></td>
<td>9) What is the content of the communication that is forwarded to the audience ( i.e. project plan, budget, resource etc)?</td>
</tr>
<tr>
<td></td>
<td>10) When does the communication tools place (i.e. pre-planned, when needed, continuously etc)?</td>
</tr>
<tr>
<td></td>
<td>11) Who is responsible for the project communication process (i.e.</td>
</tr>
</tbody>
</table>
| F. External communication | 12) How does the external communication of the office looks like?  
| | 13) How do the project office communicate with externally? i.e stakeholders or general public?  
| | 14) What is the medium (channel) of communication? With who?  
| | 15) Is there any future oriented communication plan?  
| | 16) What is the role of formal and informal communication in external communication? If any?  
| G. Formal & Informal communication | 17) What are the means of formal communication that are used in the project office, if there any?  
| | 16) How does the project office managed to use informal communication?  
| | 17) Do you think informal communication contribute to know the thinking of others? If so?  
| | 18) How does informal communication creates common understanding among others? If there is such thing?  
| H. Knowledge sharing | 19) Do you think knowledge sharing will be created by communication (Formal or informal) inside the project?  
| | 20) Do you think knowledge sharing will be created by communication (formal or informal) externally? i.e stakeholders or public  
| I. Verbal and non-verbal communication | 21) What is the role of verbal communication in the project office? i.e words and ideas to communicate?  
| | 22) What is the role of non-verbal communication? if any i.e body communication  
| | 23) Do you use wide medias (Tv, radio ) or small size communication (meetings, committee, discussion, speech and lecture)?  

Thanks for the interview  
2012-05-16