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**QUESTIONNAIRE:  
MANAGEMENT OF CHANGE AND CONFLICT RESOLUTION**

**Student: R E Moraka – Student number 9615131**

PhD. Study with the University of Pretoria

**Topic: MANAGEMENT OF CHANGE AND CONFLICT RESOLUTION  
WITHIN STUDENT AFFAIRS AT HISTORICALLY WHITE  
UNIVERSITIES.**

**INSTRUCTIONS FOR THE COMPLETION OF THE QUESTIONNAIRE**

- Your co-operation in answering all the questions honestly and to the best of your ability is greatly appreciated.
- The questionnaire is anonymous and information will only be used for the development of strategies that could be employed for change management and conflict resolution as they relate to student affairs at universities.
- Mark with an "x" to indicate your preference/s

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Respondent number

STUDENT

V1    1-3

Card number

V2  1  4

**SECTION A: PARTICULARS OF RESPONDENT**

**Capacity**

V3   5-6

Dean of Students	1
SRC President	2
SRC Member	3
Residence Head (Female Residence)	4
Residence Head (Male Residence)	5
House Committee Chairperson (Female Residence)	6
House Committee Chairperson (Male Residence)	7
Male Resident Student	8
Female Resident Student	9
Male day student	10
Female day student	11

**Race**

V4  7

Black	1
White	2
Coloured	3
Indian	4

For office use only

**SECTION B: COMPOSITION OF STUDENT AFFAIRS STAFF**

1 Is racial diversity essential within the student affairs personnel corps?

Yes	1
No	2

V5  8

2 If yes, in question 1, why?

	Yes	No
Legitimacy	1	2
Effective communication	1	2
Understanding diverse cultures	1	2
To ensure meeting needs of diverse cultural groups	1	2
Promote better relations	1	2
Represent national demographics	1	2

V6  9

V7  10

V8  11

V9  12

V10  13

V11  14

**SECTION C: CHANGE**

3 What were the basic aspects which had to be changed /adjusted immediately as a result of the diversity in culture?

	Yes	No
Medium of communication	1	2
Student leadership structures	1	2
Traditions	1	2
Social activities	1	2
Sport	1	2

V12  15

V13  16

V14  17

V15  18

V16  19

For office use only

4 What changes have been effected within student affairs?

	Yes	No
Language policy	1	2
Admission requirements	1	2
Traditions	1	2
Student leadership structures	1	2
Social activities	1	2
Staff composition	1	2

V17  20  
 V18  21  
 V19  22  
 V20  23  
 V21  24  
 V22  25

5 Which factors may facilitate successful change programs?

	Yes	No
Clarity on the envisaged change	1	2
Effective communication	1	2
Cultural representation in corridors in the residences	1	2
Exposure to other cultures	1	2
Bilingual language policy [Afrikaans and English]	1	2
Inclusive participation in student activities	1	2

V23  26  
 V24  27  
 V25  28  
 V26  29  
 V27  30  
 V28  31

6 What could make communication effective across culture?

	Yes	No
The use of the necessary Medium of communication	1	2
Involvement of existing cultural groups in a process of change	1	2
Equal consideration of various cultures' concerns	1	2

V29  32  
 V30  33  
 V31  34

For office use only

	Interest in other cultures	1	2	V32	<input type="text"/>	35
	Respect for other cultures	1	2	V33	<input type="text"/>	36
7	What is the attitude of white students towards change?					
		Yes	No			
	Against change	1	2	V34	<input type="text"/>	37
	Welcome change	1	2	V35	<input type="text"/>	38
	Prefer evolutionary change	1	2	V36	<input type="text"/>	39
	Prefer revolutionary change	1	2	V37	<input type="text"/>	40
8	What is the attitude of black students towards change?					
		Yes	No			
	Against change	1	2	V38	<input type="text"/>	41
	Welcome change	1	2	V39	<input type="text"/>	42
	Prefer evolutionary change	1	2	V40	<input type="text"/>	43
	Prefer revolutionary change	1	2	V41	<input type="text"/>	44
9	What is the attitude of coloured students towards change?					
		Yes	No			
	Against change	1	2	V42	<input type="text"/>	45
	Welcome change	1	2	V43	<input type="text"/>	46
	Prefer evolutionary change	1	2	V44	<input type="text"/>	47
	Prefer revolutionary change	1	2	V45	<input type="text"/>	48
10	What is the attitude of Indian students towards change?					
		Yes	No			
	Against change	1	2	V46	<input type="text"/>	49
	Welcome change	1	2	V47	<input type="text"/>	50
	Prefer evolutionary change	1	2	V48	<input type="text"/>	51
	Prefer revolutionary change	1	2	V49	<input type="text"/>	52

For office use only

11 What causes resistance to change?

	Yes	No
Fear of the unknown	1	2
Selfishness	1	2
Uncertainty	1	2
Lack of consultation	1	2
Poor communication	1	2
Negative attitude towards other racial groups.	1	2
Lack of information about change	1	2
Confidence in the status quo	1	2
Not prepared to change	1	2
Established traditions	1	2

V50	<input type="checkbox"/>	53
V51	<input type="checkbox"/>	54
V52	<input type="checkbox"/>	55
V53	<input type="checkbox"/>	56
V54	<input type="checkbox"/>	57
V55	<input type="checkbox"/>	58
V56	<input type="checkbox"/>	59
V57	<input type="checkbox"/>	60
V58	<input type="checkbox"/>	61
V59	<input type="checkbox"/>	62

12 How can resistance to change be minimized?

	Yes	No
Through compulsion	1	2
Through persuasion	1	2
Through involvement of all stakeholders	1	2
Through guaranteeing security	1	2
Through ensuring understanding about change, for those involved	1	2
Through bribery	1	2
Through effective information communication.	1	2

V60	<input type="checkbox"/>	63
V61	<input type="checkbox"/>	64
V62	<input type="checkbox"/>	65
V63	<input type="checkbox"/>	66
V64	<input type="checkbox"/>	67
V65	<input type="checkbox"/>	68
V66	<input type="checkbox"/>	69

13 Are student leadership structures in the residences empowered (trained) to facilitate change?

Yes	1
Not enough	2
Not at all	3

V67	<input type="checkbox"/>	70
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For office use only

14 How functional are student leadership structures in implementing change?

Efficient and effective	1
Biased and ineffective	2
Not sure	3

V68  71

15 If the student leadership as indicated in question 14 was efficient and effective, what could be the factors contributing towards that?

	Yes	No
Representation	1	2
Effective communication	1	2
Inclusive institutional policy	1	2
Transparent procedures	1	2
Respect for other cultures	1	2

V69  72

V70  73

V71  74

V72  75

V73  76

1 Respondent number

V74    1-3

2 Card number

V75  2 4

16 If the student leadership as indicated in question 14 was inefficient and ineffective what are the causes?

	Yes	No
Not culturally representative	1	2
Weak communication	1	2
Exclusive institutional policy	1	2
Enforcing historically white traditions	1	2
Stereotypes	1	2
Lack of appreciation for cultural diversity	1	2
Racist attitude	1	2

V76  5

V77  6

V78  7

V79  8

V80  9

V81  10

V82  11

For office use only

**SECTION D: CONFLICT**

17 How often is racial conflict experienced in your residences?

Regularly (On weekly basis)	1
Often (At least once a month)	2
Rarely (At least once a semester)	3
Never	4

V83  12

18 What could be the cause of racial conflict in residences?

	Yes	No
Lack of communication	1	2
Poor communication	1	2
Inflexible language policy	1	2
Enforcement of historically white traditions	1	2
Exclusion of other racial groups in residence activities	1	2
Negative attitude towards other cultures	1	2
Not prepared to interact across cultures	1	2
Stereotypes	1	2
Difference in cultures	1	2
Racist attitude	1	2
Lack of appreciation for cultural diversity	1	2

V84  13

V85  14

V86  15

V87  16

V88  17

V89  18

V90  19

V91  20

V92  21

V93  22

V94  23

19 How often is racial conflict experienced on campus?

Regularly (On weekly basis)	1
Often (At least once a month)	2

V95  24

For office use only

Rarely (At least once a semester/year)	3
Never	4

20 What may be the cause of racial conflict on campus?

	Yes	No
Language barrier	1	2
Lack of communication	1	2
Poor communication	1	2
Stereotypes	1	2
Racist attitude	1	2
Lack of appreciation for cultural diversity	1	2

V96  25  
 V97  26  
 V98  27  
 V99  28  
 V100  29  
 V101  30

21 Which aspects can be used to minimize conflict in the residences?

	Yes	No
Mixing students according to race on floors	1	2
Mixing students according to race in double rooms	1	2
Create a consultative body (all cultures represented)	1	2
Separate residences	1	2
Separate lectures	1	2
Involvement of stakeholders in decision making processes	1	2
Equal treatment by the leadership	1	2
Respect for other cultures	1	2

V102  31  
 V103  32  
 V104  33  
 V105  34  
 V106  35  
 V107  36  
 V108  37  
 V109  38

For office use only

Run programs which will provide exposure into other cultures	1	2
Mixed social activities	1	2
Separate social activities	1	2

V110  39

V111  40

V112  41

22 How can conflict be minimized on campus?

	Yes	No
Separate lectures either in Afrikaans or English	1	2
One medium of communication in English	1	2
One medium of communication in Afrikaans	1	2

V113  42

V114  43

V115  44

23 Prevalent form/s of conflict

	Yes	No
Roommate relationships	1	2
Interaction in socials	1	2
Interaction in sport	1	2
Sharing of facilities eg. Bathroom/TV room	1	2
Lecturers/student conflict	1	2
Interaction in academic situation	1	2

V116  45

V117  46

V118  47

V119  48

V120  49

V121  50

24 What should the role of student affairs officers in conflict resolution be?

	Yes	No
To formulate a decision for disputants	1	2
Determine the wrong party	1	2
Guide disputants to a decision	1	2

V122  51

V123  52

V124  53

Addendum 2

For office use only

25 Is the SRC trained to resolve conflict?

Yes	1
Not enough	2
Not at all	3

V125  54

26 Are the House Committees in the residences trained to resolve conflict?

Yes	1
Not enough	2
Not at all	3

V126  55

3 Total number of multi residences

4 Total number of female residences

5 Total number of gender mixed residences

**Management of change and conflict resolution within Student Affairs in historically white universities.**

PhD study with the University of Pretoria: Student R E Moraka – Fax no. 012 362 5172

Name of University: .....

1 When did you start to admit black students  
[African, Coloured, Indian]

1	9		
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2 Total number of resident students

	Male	Female
Black		
White		
Coloured		
Indian		

3 Total number of male residences

--

4 Total number of female residences

--

5 Total number of gender mixed residences

--

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6 The number of day students

	Male	Female
Black		
White		
Coloured		
Indian		

7 The number of SRC members

	Male	Female
Black		
White		
Coloured		
Indian		

8 Does resident student leadership structures reflect the racial composition of students?

Yes	No

9 If yes, was it through [You may indicate more than one]

Proportional representation	1
Co-option	2
Democratic election	3

10 Are Student Affairs officers [personnel] racially representative of the student population?

Yes	No

Thank you very much for your co-operation