

## Chapter 15

1. The orientation meeting that the manager has with the new salesperson should include
  - a. a brief history of the company and its philosophy of doing business.
  - b. how to take a listing.
  - c. how to hold an open house.
  - d. how to work with buyers with very little money.
2. A newly hired sales agent should be encouraged to
  - a. decide how many hours to work each week.
  - b. develop a business plan.
  - c. set up times to consult with their managers.
  - d. hand in childcare arrangements, complete with emergency phone numbers.
3. How is professional competence developed?
  - a. Strict adherence to the company's business plan
  - b. Incorporating the sales staff's business plans into the company business plan
  - c. Indoctrination, training programs, mentoring, and job shifting
  - d. Letting unproductive people go and hiring more productive salespeople
4. In a real estate sales office, the *MOST* effective training programs emphasize
  - a. any training program that comes along with a proven way to produce outstanding results.
  - b. information that contributes directly to the bottom line.
  - c. purely knowledge-based educational systems.
  - d. a blended-learning focus that concentrates on developing skills or behaviors.
5. What is the difference between education and training?
  - a. Training develops skill, and education builds knowledge.
  - b. Training develops knowledge, and education builds skill.
  - c. Training should precede education.
  - d. There really is no difference.
6. The primary purpose of training programs is to
  - a. provide insight into the personalities of the attendees.
  - b. raise the level of engagement of their workers.
  - c. identify job-skill weaknesses.
  - d. provide a way to evaluate the performance of workers.
7. What is effective training based on?
  - a. Company policies or procedures
  - b. Management ideology
  - c. Financial resources
  - d. A job-skills analysis
8. How can a manager ensure that the training program is *MOST* effective?
  - a. Administer a formal exam at the end of the training program
  - b. Compare production before the training and a month after the training ends
  - c. Provide follow-up support in implementing post-training skills
  - d. Review and analyze post-class evaluations with the trainer

9. When teaching adults, it is important to remember that adults
  - a. will accept facts without explanation.
  - b. are accustomed to being in a classroom.
  - c. are less likely to be anxious or easily embarrassed.
  - d. are likely to have experienced physical changes that should be considered.
  
10. What is one of the problems with the modeling approach to sales training?
  - a. Not suitable for inexperienced salespeople
  - b. Teaches a script rather than preparing people to think
  - c. Assumes that all salespeople will be proficient at both sales and listings
  - d. Motivational rather than teaching sales strategies
  
11. Sales training is *MOST* effective when salespeople are
  - a. taught to get the signatures on the contract as quickly as possible.
  - b. removed from the office environment and taught what management thinks they need to learn.
  - c. put through the motions but not expected to “buy in.”
  - d. encouraged to build relationships and relate to people as individuals.
  
12. What is a benefit of an in-house training program?
  - a. Major financial commitment
  - b. Requires skilled professional talent to develop and deliver
  - c. Requires specific materials and facilities
  - d. Presents company’s sales tools, business philosophy, and procedures in action
  
13. Two new licensees and three salespeople from other firms join the company at the same time. How should the manager train these individuals?
  - a. Train all five licensees at the same time
  - b. Offer basic information to the newly licensed and sharpen stale skills of those already in the business
  - c. Offer the same information to each group, but keep them separated
  - d. Offer basic information to the newly licensed, but only basic company information to the experienced licensees
  
14. Which of the following would be a good mentor?
  - a. An experienced salesperson who is willing to share
  - b. An office malcontent
  - c. Someone who is willing to work for free
  - d. A person generally available due to lack of production
  
15. What trend is useful in persuading older workers to learn about marketing and communication in the contemporary business world?
  - a. Enroll them in local community college classes
  - b. Award prizes for every newly learned technological technique
  - c. Reverse mentoring
  - d. Conventional mentoring programs
  
16. The sales manager should be familiar with the training curriculum to
  - a. reinforce the suggested activities.
  - b. make sure that the trainer is doing her job.
  - c. know when to pass the person on to another class.

- d. recognize inappropriate content.
17. The broker is trying to decide if one of the salespeople would be effective as a manager. Which of the following could be helpful?
- a. Asking the manager to mentor the salesperson
  - b. Sending the salesperson to management training classes
  - c. Cross training
  - d. Reverse mentoring
18. What is the manager's role in a problem identification meeting?
- a. Ensure that everyone has an opportunity to speak
  - b. Encourage discussion of solutions
  - c. Not end the meeting until everyone has had a chance to speak
  - d. Evaluate each comment at the time it is offered
19. Twice each year, the manager announces a meeting for the sales staff to discuss ways the company can improve its marketing and advertising program. What kind of meeting is this?
- a. Sales training
  - b. Decision making
  - c. Problem identification
  - d. Brainstorming
20. What is the primary rule during a brainstorming session?
- a. Analyze each suggestion as it is offered
  - b. Permit no criticism of the solutions
  - c. Limit the suggestions
  - d. Allow one person to dominate

## Chapter 15

1. a The orientation program should include a brief history of the company; its philosophy of doing business; and internal procedures for handling paperwork, depositing money or escrow funds, and other fiscal matters. Specific job tasks such as how to obtain a listing, work with buyers, and hold an open house come later. 353
2. b Newly hired salespeople, whether recently licensed or experienced, should include developing a business plan. 354
3. c Developing professional competence is a process that begins with indoctrination and continues with a variety of things managers do to inspire the people and the formal programs the company provides. 355
4. d A blended-learning training focus concentrates on developing skills or behaviors to motivate people to adopt certain behavior, process information and experiences, transfer learning into application, and receive support and reinforcement from their managers or supervisors. 355
5. a Education builds knowledge; training develops skill by converting that knowledge into action. Prelicense classes are knowledge-based programs that do not ordinarily develop the actual skills needed to apply that knowledge in daily practice. 356
6. b Training is the general name companies give to programs intended to raise the level of engagement of their workers; salespeople need a wide range of both knowledge and skill to be successful. 355
7. d Effective training is based on a job-skills analysis: to affect behavior in people so they perform their jobs more effectively. 356
8. c Managers play a vital role in what happens after the training program ends. People need their manager's support in implementing their post-training plans, including the feedback that motivates them to use newly acquired skills. 358
9. d Adults are more likely to experience changes in visual, auditory, and motor skills that should be considered by the trainer. They are not likely to accept facts without explanation and are not used to being in the classroom. Of course, many adults and children are anxious in a learning situation and both seek to avoid embarrassment. 359
10. b One of the problems with the modeling approach is that it presumes that the script is fail-safe; it fails to teach the salesperson to listen, analyze, and think on his feet. 360
11. d Sales training is most effective when salespeople learn to build relationships as individuals to deliver personalized services—a business that is a continuum of certain professional, ethical, and legal behaviors. 361
12. d The in-house program allows a company to present its sales tools, business philosophy, and procedures in action. Disadvantages of an in-house program include a major financial commitment for specific materials and facilities, and the necessity of skilled professional talent to develop and deliver the program. 357
13. b Newly licensed training should be separate from those with more experience; it should include basic real estate information and time to develop some field experience. Training for experienced licensees should sharpen stale skills or align skills with contemporary practices and laws, and help them integrate the company's sales practices into their methods. 362
14. a The selection of the appropriate person to be a mentor is critical. The mentor must be experienced, with high professional caliber and skill, and be willing to share with the new person. A person with no production is not a good mentor. 363-364
15. c Reverse mentoring assigns younger workers an opportunity to mentor their superiors, a way of giving managers and senior executives a fresh perspective and a change to bridge generation gaps. Conventional mentoring typically assigns older or more experienced workers to mentor the younger ones. 365
16. a Managers play a vital role in what happens after the training program ends because

there is no lasting effect without follow-through. People need their manager's support to reinforce the suggested behavior in the real world. 358

17. c Cross training gives people an opportunity to grow beyond the jobs they currently do by fostering teamwork across specialties and departments, as well as helping people develop new skills. Cross training not only gives people a chance to test-drive other jobs but also enhances morale and retention. 366
18. a A problem identification meeting creates a forum to gather information but not to suggest solutions. The meeting should begin and end on time while allowing everyone a limited time to speak. 367
19. d Brainstorming meetings give people an opportunity to tackle a specific problem, tapping into the company's wealth of talent. 368
20. b The primary rule during a brainstorming session is to permit no criticism of any suggestion. The leader should list possible solutions without analysis and encourage as many people as possible to contribute as many ideas as possible. 369