

## Chapter 3

1. A property manager of a large firm requires detailed reports for every rental transaction and does not allow any variation. No one dares to question the broker's authority. What is the management style of this broker?
  - a. Autocratic style
  - b. Dictatorial style
  - c. Laissez-faire style
  - d. Participative style
  
2. The style of management in which the manager makes all decisions, shows concern for people, and enables them to feel secure is
  - a. the autocratic style.
  - b. the dictatorial style.
  - c. the laissez-faire style.
  - d. the participative style.
  
3. The style of management that promotes initiative and recognizes the value of the company's human resources is
  - a. the autocratic style.
  - b. the dictatorial style.
  - c. the laissez-faire style.
  - d. the participative style.
  
4. The style of management that is characterized by the manager's nonintervention and hands-off approach is
  - a. the autocratic style.
  - b. the dictatorial style.
  - c. the laissez-faire style.
  - d. the participative style.
  
5. To modify behavior, the manager should first identify the unacceptable behavior and then
  - a. clearly describe the preferred behavior.
  - b. issue an order that will correct the worker's behavior.
  - c. correct each and every error as it is made.
  - d. discuss the worker's incompetency.
  
6. An effective manager can encourage the right behavior by
  - a. helping the offender memorize approved responses.
  - b. developing an action plan.
  - c. asking detailed questions.
  - d. consulting a group of experts.
  
7. When evaluating people's behavior, it's important for the manager to
  - a. ignore desirable behavior because people are doing what they're supposed to.
  - b. praise the behavior that is desirable or acceptable.
  - c. criticize the person who has stepped out of line.
  - d. yell at a person so it's clear the manager is displeased about something that was done.

8. What do young adults in today's workforce expect?
  - a. Quick feedback and identifiable displays of appreciation
  - b. Little or no feedback until a project is completed
  - c. Complete autonomy with little signs of appreciation
  - d. Quiet and unassuming leaders
  
9. To effect lasting, positive behavioral changes, the manager should
  - a. identify a person's annoying habits.
  - b. clearly describe why the behavior is unacceptable.
  - c. explain exactly what the offender should do differently.
  - d. engage in follow up to hold the offender accountable for implementing the action plan.
  
10. It is very natural for a manager to label a person because of a particular trait or skill. When a manager has a preconceived notion about someone,
  - a. this helps manage the person.
  - b. this helps treat the person fairly.
  - c. it's difficult to see the person as an individual.
  - d. it takes less time for the manager to evaluate what the person does.
  
11. In today's real estate offices, managers are very likely supervising individuals
  - a. with backgrounds very similar to that of the manager.
  - b. with very homogenous backgrounds.
  - c. whose profiles are significantly different from the managers'.
  - d. who are very similar to the owner of the company.
  
12. What is the role of a leader who is managing discussions in an office of diverse individuals?
  - a. Facilitator
  - b. Director of opinion
  - c. Mediator
  - d. Constructive devil's advocate
  
13. How can a company properly acknowledge the diversity in the workforce?
  - a. More tolerance for those who are similar to the manager's heritage
  - b. Zero tolerance for sexual harassment
  - c. Expect that everyone will be friends even outside the office
  - d. Evaluations based on lifestyle and dress
  
14. To juggle work life with personal life, the manager must be able to
  - a. expect subordinates to stay out of the way when stress levels are high.
  - b. tell everyone when he is having a bad day personally.
  - c. hide any personal issues and not allow them to interfere with office relationships.
  - d. perform multiple duties and responsibilities with calm good humor.
  
15. How should a manager deal with stress?
  - a. Work longer hours to get everything done
  - b. Change attitudes or the situations that cause stress
  - c. Take more courses to enhance professional competency
  - d. Ignore personal stress and concentrate on the behavior of others

16. The real estate salesperson who has been promoted to management *MOST* likely needs additional training in
- state rules and regulations.
  - advanced courses in listing and selling skills.
  - using the internet to market properties more effectively.
  - business and human resource management.
17. While predicting entrepreneurial skills is difficult, what is the one specific trait that does seem to stand out in predicting entrepreneurial success?
- Accountability
  - Decisive decision-making skills
  - Ability to delegate tasks
  - Confidence and ability to build a successful business
18. What should a newly appointed manager do to gain cooperation from those who are supervised?
- Make decisions that are popular with everyone
  - Remind subordinates that he was once one of them and understands what they are going through
  - Just take over and do things that the manager knows she can do better
  - Demonstrate genuine respect for the position and the people being supervised
19. Combining real estate activities and management requires that the new manager
- prioritize responsibilities.
  - determine the number of hours that the manager will be paid.
  - give up selling activities.
  - work the best leads to have enough time to manage the other salespeople.
20. All of the following are reasons for being a fulltime sales manager *EXCEPT*
- not competing with salespeople for business.
  - not distracted by sales activities.
  - more time for personal business.
  - protects harmony in the office.

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1. b In a dictatorial environment, the “dictator” speaks and people are expected to respond without questioning the directives. A property manager may be dictatorial with employees, but it is less likely that a broker can affect such strategies with independent contractors as affiliated licensees. 32
2. a An autocratic organization is more humanistic, respectful, and less threatening or adversarial. Managers see their decision making more as a division of labor than an issue of control. 33
3. d Participatory management creates a job-rich environment in which management is still subtly in charge. The manager delegates at least some authority to the person responsible for doing a job. 33
4. c Although laissez-faire style of management is the epitome of a self-directed workplace, it is essentially nonmanagement offering little, if any, guidance. Eventually, the organization may languish into nonexistence. 34
5. a Because the offender may not be aware that her behavior was unacceptable to the manager, the manager should clearly describe the preferred behavior and not attack the person or try to correct every misstep. 39
6. b Behavior is a function of the alternatives that one sees at the time; in other words, behavior is simply a matter of making a choice. The manager can encourage the right behavior by assisting the offender to develop a plan for doing things differently. 39
7. b The manager can reinforce acceptable behavior by offering praise and recognition for desirable behavior. Reinforcement can be a kind word, a pat on the back, or some more formal kind of praise, such as an award. 37-38
8. a Today’s young adults have been described as the “most praised generation.” In the workforce, they expect a culture that provides feedback, kudos, and other displays of appreciation to codify worth in the workplace. 38
9. d To cause positive behavioral change, managers can take positive steps such as clearly describing the unacceptable behavior and developing an action plan; however, the most important step to ensure that the behavior has changed is to follow up and hold the offender accountable for implementing the action plan. 39
10. c One of the disadvantages of labeling is that people are often more complex than the label permits, and thus, the manager may not see the person as an individual and may fail to think beyond the label. 44
11. c With today’s workforce significantly more diverse than ever before, the manager is likely supervising those whose profile is different from the manager’s, thus requiring the manager to learn appropriate behaviors from both a cultural and a legal perspective to properly manage people of differing ages, races, colors, ethnicities, or genders. 44-45
12. a When managing discussions in an office made up of diverse individuals, the leader’s job is to remain a neutral facilitator (not a director of opinion or a devil’s advocate), keeping the group focused on the heart of the issue and giving the less opinionated voices a chance to be heard. 43
13. b Companies can acknowledge diversity with flextime, childcare for working parents, zero tolerance for sexual harassment, and gay-friendly and female-friendly environments. Evaluations should be solely related to job performance, not lifestyle or dress. 45
14. d When managing-the-manager, the manager must guard against allowing personal events to complicate group dynamics. The manager must learn to carry an immense load of duties and responsibilities, and to do so with calm good humor. 43
15. b The manager can become a role model in the office by reprogramming attitudes, setting realistic expectations about what can be accomplished, and establishing priorities. 46
16. d Unless the newly appointment manager has collegiate or corporate experience, she

usually needs additional training in business and human resource management. Not everyone with good people skills is good at all the things managers do with people. 47

17. d Although there may not be a specific singular trait to predict entrepreneurial success, all of the tests do indicate that one of the strongest traits is the confidence that a person has in building a successful business. 48
18. d Gaining the cooperation of subordinates (and acceptance by the management corps as well) depends on the way that a manager approaches the position, not adversarial or as a popularity contest. Managers gain cooperation by demonstrating genuine respect for the position and the people being supervised. 49
19. a New managers and their brokers should clearly determine which task, selling or managing, has priority and determine the amount of time and effort that must be devoted to each role. 52
20. c The full-time sales manager can better supervise the activities of the salespeople, coach their performance, and help them reach their goals without the distraction of competing with the salespeople for leads and personal sales activities. 52