

## Research Guide to Brokerage Management

Start with this guide for all your brokerage management courses. Here we've provided a comprehensive list of authoritative resources for data and statistics, business plans, employment and compensation, office policies, professional development, and more for RU coursework.

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## Brokerage, Market, & Client Statistics

### Brokerage Statistics

*How does your office compare?*

- [2019 NAR Member Profile](#), National Association of REALTORS®  
(Available for check out from the RU Library)  
Who are REALTORS®? Economic, demographic, education, tenure, agency relationship and compensation of REALTORS® are broken down. In addition, this report takes an in-depth look at office affiliation, type of firm, as well as the use of the Internet and technology (Source: NAR).
- [REALTrends 500: The 500 largest brokers in the U.S.](#), Real Trends  
(Available for check out from the RU Library)  
Top 500 residential real estate brokerages by sides or volume.
- [REALTrends Broker Compensation Report](#), Real Trends  
(Available for check out from the RU Library)  
A comprehensive study of nine key positions found in residential real estate brokerages: Branch Manager, Regional Manager, President/CEO, Chief Financial Officer, Chief Information/Technology Officer, Marketing Director, Relocation Director, Training/Education Director, and Recruiting Director (Source: Real Trends).
- [REALTrends Brokerage Performance Report](#), Real Trends  
(Available for check out from the RU Library)  
A benchmarking tool for broker-owners and executives looking for data on how residential brokerage offices are run. Companies in this study closed nearly 300,000 transaction sides combined; over 40,000 sales professionals in over 750 real estate offices are represented in this research (Source: Real Trends).
- [Top 25 Broker-Dealer Firms as of July 2019](#), Investopedia

### Real Estate Market Data

*Find commercial and residential real estate market data from these sources.*

- [Commercial Real Estate Market Survey](#), National Association of REALTORS®  
The REALTORS® Commercial Real Estate Market Survey measures activity in the commercial real estate markets. It is designed to provide members with an overview of the market performance, sales and rental transactions, current economic challenges and future expectations (Source: NAR).
- [Commercial Real Estate: Overview and Outlook](#), National Association of REALTORS®  
This report covers the economic conditions underpinning current commercial real estate markets and presents trends in market fundamentals, investments, and financing (Source: NAR).
- [Ernst & Young Real Estate Center](#), Ernst & Young  
Free reports from Ernst & Young on global real estate topics, including construction, infrastructure, investment, and distressed properties.

## Library

- [National Association of REALTORS® Housing Statistics](#)  
Existing Home Sales, Pending Home Sales, Home Affordability Index, Metropolitan Median Home Prices and Affordability
  - Note: Contact NAR's Research department at [data@realtors.org](mailto:data@realtors.org) for historical data.
  - Tip: After selecting a statistical report, click "Data" at top-left to access the statistics.
- [REALTORS® Property Resource \(RPR\)](#)  
Comprehensive data, powerful analytics, and dynamic reports for each of NAR's constituencies (Source: RPR).
- [U.S. Census Bureau Housing Topics](#), U.S. Census Bureau  
Census data includes homeownership rates, vacancies, multifamily, rental, financing, and historical data.

**Client Demographics**

- [2018 NAR Profile of Home Buyers and Sellers](#), National Association of REALTORS®  
(Available for check out from the RU Library)  
This profile includes: Who are today's home buyers and sellers? Do they use the services of a real estate professional? What role does the internet play? These questions and many more are answered in this newly released profile of home buyers and sellers. This valuable tool provides the answers in a user-friendly format, designed to allow easy comparisons with previous studies, using a mix of charts, graphs, and tables (Source: NAR).

**Business, Marketing, & Technology Plans****Business Plans**

*Use these resources for guidance with writing a business plan.*

- [Business Owner's Toolkit](#), Wolters Kluwer  
This site brings together information you need to start a business: planning and financing, marketing, staffing, taxes, equipment, and more.
- [Create Your Business Plan](#), U.S. Small Business Administration  
This website should be the first stop for anyone wanting to start a business. Topics covered include startup basics, writing a business plan, financing, marketing, employment, and tax topics. This site also has special areas for women business owners, veterans, minorities, Native Americans, and young entrepreneurs. You can also find a local SBA office for further assistance.
- [Writing a Business Plan Reference Page](#), National Association of REALTORS®  
This guide discusses each section of a business plan, from defining the mission and vision, to SWOT analysis, to implementation and follow-up.
- [How to Write a Great Business Plan](#), Inc.  
Advice for small businesses on what it takes to create a solid business plan, including forming an outline, integrating financial specifics, and spelling out your marketing strategy (Source: Inc.).

## Library

- [Ultimate Business Plan](#), realtor.com®  
Create a personalized business plan on realtor.com. Based upon your business objectives, realtor.com will recommend seminars, downloads, and tools.

**Marketing Plans***Guidance with writing a marketing plan:*

- [How to Write a Marketing Plan](#), Inc.  
Experts know that careful planning is integral to marketing success. Here's your guide to crafting a thorough marketing plan - and learning more about your customers along the way (Source: Inc.).
- [Marketing Reference Page](#), National Association of REALTORS®  
Marketing is an essential ingredient for the success of any business. The material on this page will give you a wealth of information to help you market your expertise to potential customers. It includes special sections on how to build your personal promotion campaign, increase your presence in a niche market, and strengthen your marketing plan (Source: NAR).

*Marketing resources for listing presentations, advertisements, newsletters, and more:*

- [Business Letter Templates](#), National Association of REALTORS®  
Free letter templates for you to download, customize, and send to clients. Find letters on business prospecting, announcing new business ventures, or changing companies.
- [Cost vs. Value Report](#), Remodeling Magazine  
This site compares average cost for 35 popular remodeling projects with the value those projects retain at resale in 101 U.S. cities (Source: Remodeling Magazine).
- [Handouts for Customers](#), REALTOR® Magazine  
Customizable handouts for buyers and sellers
- [Listing Tool Kit](#), REALTOR® Magazine Online  
Before you even get a chance to sell a home, prospective clients have to buy into the idea that you're up to the challenge. The listing packet and presentation are your opportunities to convince them. Use this tool kit to learn how to tailor your approach to the seller's comfort zone, pinpoint the perfect price, and answer any objection (Source: REALTOR® Magazine).
- [Property Marketing Tool Kit](#), REALTOR® Magazine Online  
With all of the many options available to market a single property, it's hard to know where to begin. This tool kit will help you create a marketing plan and allow you to determine the best place and tone for your property advertising, so you can get it sold now (Source: REALTOR® Magazine).
- [Realtor.com Solution Center – Brokers & Office Products](#), Realtor.com  
Optional, fee-based tools for brokers, including Company Showcase, Featured Company™, and Featured Homes™
- [REALTOR® Content Resource](#)  
Your source for ready-to-use articles on all aspects of homeownership, including home buying and selling, for your consumer communications.

## Technology Plans

*Use these resources for guidance with writing a technology plan for a real estate brokerage.*

- [2018 REALTOR® Technology Survey Report](#), National Association of REALTORS®  
This 2018 survey provides an overview on REALTORS®' technology usage and needs specifically: social networking, lead generation, and more (Source: NAR).
- [Real Estate in a Digital Age](#), National Association of REALTORS®  
In the Real Estate in a Digital Age report, we examine the process home buyers go through in the initial online search and how REALTORS® are connecting with customers in the digital space.
- [Your Social Media Policy](#), REALTOR® Magazine  
The NATIONAL ASSOCIATION OF REALTORS®' Risk Management Committee approved a versatile policy template that can be molded to reflect individual business practices and brokerage philosophies.

## Recruitment, Hiring, & Compensation

### Recruitment, Hiring, & Beyond

*Review these resources for information on all stages of employment, whether you are drafting a hiring policy, compiling interview questions, or in need of guidance for employee assessments.*

- [The Recruitment Tool Kit](#), REALTOR® Magazine Online  
Knowing who, how and when to hire applicants is merely one facet of ensuring you have the best team on your side. You need to make an effort to sell your company as the perfect place for top performers, leading managers and talented staff to work. This tool kit contains tips and strategies to take you through the process of finding the cream of the real estate crop, and how to market your brokerage to them (Source: REALTOR® Magazine).
- [Hire & Retain Employees](#), Starting a Business Toolkit, U.S. Small Business Administration  
Ready to hire employees for your business? Learn about employment and labor laws to make sure your business is in compliance (Source: SBA).
- [Hiring Your Workers](#), Wolters Kluwer  
Information on recruiting, hiring contractors, legal liability, writing job ads, conducting an interview, making an offer, and more.
- [The Hiring Tool Kit](#), REALTOR® Magazine Online  
Before you embark on a team building program or new training for your brokerage, you need to make sure you hire the right people. This tool kit explains the process from want ad to interviewing to reference checks (Source: REALTOR® Magazine).
- [The Employment Tool Kit](#), REALTOR® Magazine Online  
Employees and independent contractors are the lifeblood of your brokerage, increasing productivity and paving the way for future growth. They also introduce risks you never would have faced while working on your own. Use this tool kit to navigate the risks and reap the rewards of being an employer (Source: REALTOR® Magazine).

## Library

- [The Retention Tool Kit](#), REALTOR® Magazine Online  
Once you recruit and hire your dream team, don't make the mistake of resting on your laurels. In order to retain your successful associates and staff, think carefully about compensation, motivation and your corporate culture. This tool kit will guide you through the ongoing effort of retention (Source: REALTOR® Magazine).
- [The Assessment and Termination Tool Kit](#), REALTOR® Magazine Online  
You wouldn't dream of going without analysis of which marketing and sales techniques are working and which are not. So why dismiss the task of assessing and evaluating your staff and sales associates? This tool kit will help you decide how to handle underperformance at your brokerage (Source: REALTOR® Magazine).

## Compensation Plans

*Use these resources when creating a compensation plan for a real estate brokerage.*

- [Glassdoor: Company Salary Details, Reviews, and Interview Questions](#), Glassdoor  
Glassdoor is your free inside look at jobs and companies. Salary details, company reviews, and interview questions — all posted anonymously by employees and job seekers (Source: Glassdoor).
- [Compensation Plans for Real Estate Agents](#), National Association of REALTORS®  
Get the latest news on compensation plans. Are salaries a better idea than commissions? What's the best way to modify your compensation plan? Find the answers to these questions and much more (Source: NAR).
- [REALTOR® Income](#), National Association of REALTORS®  
How much does the typical REALTOR® earn in a year? The material listed here includes statistics from NAR Research and other sources offering details about the income of agents and brokers and what determines how much they make (Source: NAR).
- [REALTrends Broker Compensation Report](#), Real Trends  
(Available in print from the NAR Library)  
A comprehensive study of nine key positions found in residential real estate brokerages.

## Office Policies

### Sample Office Policies

Real estate regulations vary state to state, so brokers seeking information on legal requirements for office policy manuals should start with the state real estate commission. Find a list of [contact numbers and websites for each commission here](#).

Find additional brokerage office policy manuals in the [REALTORS® Association Resource Exchange](#) (RARE) database.

## Library

- [ADRE Model Broker's Policy and Procedure Manual](#), Broker Office Policies Model Manual Committee, Arizona Department of Real Estate
- [Sample Policies](#), Society of Human Resource Management  
Sample policies on benefits, diversity, safety, technology and more
- [Your Social Media Policy](#), REALTOR® Magazine  
The NATIONAL ASSOCIATION OF REALTORS®' Risk Management Committee approved a versatile policy template that can be molded to reflect individual business practices and brokerage philosophies.

**Standards & Regulations**

Real estate regulations vary state to state, so brokers seeking information on legal requirements for office policy manuals should start with the state real estate commission. Find a list of [contact numbers and websites for each commission here](#).

- [Americans with Disabilities Act \(ADA\)](#), U.S. Department of Justice  
Information and technical assistance on the Americans with Disabilities Act.
- [Antitrust: Overview and Resources](#), Legal Information Institute, Cornell University Law School  
See Overview tab for explanation of antitrust law. See Resources tab for links to federal and state statutes, judicial decisions, and key internet sources.
- [Fair Housing Advertising: Words to Avoid](#), Part 109, U.S. Department of Housing and Urban Development  
This document provides a list of words and phrases to avoid in housing advertising in order to adhere to HUD's Fair Housing regulations.
- [Fair Labor Standards Act \(FLSA\)](#), U.S. Department of Labor
- [FTC Guide to the Antitrust Laws](#), Federal Trade Commission  
Information on the laws, enforcers, dealings with competitors, and more.
- [Internet Data Exchange \(IDX\) Information and Resources](#), National Association of REALTORS®
- [National Do Not Call Registry – Information for Business](#), Federal Trade Commission  
See Business Guidance link under “FTC Information and Documents” for information on complying with the telemarketing sales rule.
- [Real Estate Settlement Procedures Act \(RESPA\)](#), U.S. Department of Housing and Urban Development
- [Risk Management Tool Kits](#), REALTOR® Magazine Online  
See the "Risk Management" section for tool kits on agency, fair housing, property disclosures, insurance & law, and reducing risks.
- [Rules and Laws by State](#), Association of Real Estate License Law Officials
- [Tax Code, Regulations and Official Guidance](#), Internal Revenue Service  
Information on internal revenue code, treasury (tax) regulations, and other official tax guidance.

## File Retention

Refer to the Department of Real Estate within the appropriate state for file retention rules, as regulations vary state-to-state.

For a list of regulatory bodies in each state, please see the [list from ARELLO.org](#).

Examples:

- [Transaction Files and the Retention of Records, Real Estate Broker Licensing](#), Colorado Division of Real Estate
- [Required File System](#), Arizona Department of Real Estate

## E&O Insurance

[Victor O. Schinnerer & Company, Inc.](#) and the NATIONAL ASSOCIATION OF REALTORS® have partnered under the REALTOR Benefits® Program to provide a first-class errors and omissions (E&O) insurance program to REALTOR® members.

# Career & Professional Development

## Career Information

- [Real Estate Brokers and Sales Agents](#), Occupational Outlook Handbook, Bureau of Labor Statistics  
What do real estate agents and brokers do? What is their median pay? How many jobs were there in the field this year, and what is the expected job outlook?
- [Summary Report for 41-9021.11 – Real Estate Brokers](#), O\*NET OnLine  
Lists tasks, tools & technology, knowledge, skills, abilities, education, wages, and more related to real estate brokers.

## Education

*Real estate education and training requirements vary state to state, so brokers looking to compile an educational program for their agents should begin their searches at the local level. Try these sources:*

- State real estate commission. Find a list of [contact numbers and websites for each commission](#) here.
- [Center for REALTOR® Development](#): Find webinars, tutorials, and coaching, as well as courses for NAR designations and certifications and state continuing education.
- [Training4RE.com](#): Search for online and classroom courses on real estate topics here

- [Local and state REALTOR® associations](#)
- [National Association of REALTORS® Designations and Certifications](#)

## Associations, Institutes, Councils, & Societies

*Check into these links for professional development opportunities, and for ideas when compiling an education program for a real estate brokerage.*

- [Association of Real Estate License Law Officials](#)  
ARELLO provides a list of regulatory agencies, as well as a searchable database of 3.2 licensees/registrants in the U.S. and Canada (Source: ARELLO).
- [Center for Creative Leadership](#)  
CCL provides core and specialized development programs centered on creative leadership for individuals and organizations.
- [Council of Real Estate Brokerage Managers](#)  
The Council of Real Estate Brokerage Managers (CRB Council) is a not-for-profit affiliate of the National Association of REALTORS®, and sets the industry standard for innovative brokerage management resources, tools and learning opportunities (Source: CRB).
- [National Association of Real Estate Brokers](#)  
NAREB members are called Realtists® and represent all professional disciplines within the real estate industry. Realtists promote the highest standards of professional integrity and follow a strict code of real estate industry ethics. We have a special charge to make certain that communities of color are treated with dignity and respect (Source: NAREB).
- [SCORE Association](#)  
As "Counselors to America's Small Business," SCORE provides counseling for would-be entrepreneurs through e-mail and confidential one-to-one meetings, a free service from 389 chapter offices. SCORE's website offers free e-newsletters, online articles, quizzes, tips, and a business toolbox (Source: SCORE).
- [Society for Human Resource Management](#)  
The world's largest association devoted to human resource management, the Society for Human Resource Management "serves the needs of HR professionals and advances the interests of the HR profession" (Source: SHRM).

## Find Articles for Coursework

### Find Scholarly Articles

- [EBSCO](#)  
A collection of more than 6,000 scholarly and industry-related journals, newspapers, and magazines. Subscription includes Company Profiles.

**Password required.** Contact the RU Library for assistance.

## Journals

These journals are good sources for articles on brokerage management topics. Use the links below to connect to these journals in EBSCO ([password required](#)). Once logged in, you can then search within these publications.

- [Journal of Real Estate Literature](#) (1998-present)
- [Journal of Real Estate Portfolio Management](#) (1997-present)
- [Journal of Real Estate Research](#) (1986-present)
- [Real Estate Economics](#) (1973-present)
- [Real Estate Issues](#) (1996-present)

## Find Magazines, Blogs, & General Articles

Search these publications and blogs for information for course discussions. Use search terms like “transaction management”, “privacy policy”, “conflict management”, or “brokerage management”.

- [ActiveRain](#)  
Real estate blog provides agent perspectives on all issues of the real estate business. Free resource, but may be biased.
- [Council of Real Estate Brokerage Managers Knowledge Center](#)  
A repository of reference materials and resources on real estate business management for CRB members.
- [Entrepreneur Magazine](#)  
From choosing a business structure to naming your business, this website highlights the nitty-gritty basics of business start-ups. How-to guides, online newsletters, and a resource center of articles provide helpful information for your start-up.
- [LORE Magazine](#)  
Quarterly digital magazine focused on the lives of real estate agents. Users may sign up to get the magazine sent to their inboxes.
- [REALTOR® Magazine](#)  
The magazine of the National Association of REALTORS®. Choose "For Brokers" from the top navigation menu for resources specifically for brokers.

## Find Company Information

- [Company Profiles](#)  
Click "search" next to Hoover's to find information on more than 40,000 public and non-public companies and 225,000 key executives (requires password).

Password required. Contact the RU Library for assistance.

## Find Books & eBooks for Coursework

### Books

To find more print books on related topics, visit the [library catalog](#) and search for terms like management, culture, or marketing.

Sheridan, K. (2011). [\*Building a Magnetic Culture: How to attract and retain top talent to create an engaged, productive workforce.\*](#)

Sue, M.P. (2010). [\*The reactor factor: How to handle difficult work situations without going nuclear.\*](#)

Freedman, R. (Ed.) (2006). [\*Broker to broker: Management lessons from America's most successful real estate companies.\*](#)

McAdams, L. D., Cyr, John E., & Sobek, Joan M. (2004). [\*Real estate brokerage: A management guide.\*](#)

National Association of REALTORS®. (2006). [\*Real estate brokerage essentials: Managing legal and business issues.\*](#)

### eBooks

To find more eBooks on related topics, visit the [eBooks](#) website and search for terms like management, culture, or marketing.

Carr, D. (2017). [\*Start a New Real Estate Brokerage, Economically!\*](#)

Entrepreneur Media. (2013). [\*Write Your Business Plan.\*](#)

Babb, D. (2009). [\*The Accidental Startup: How to Realize Your True Potential by Becoming Your Own Boss.\*](#)

Perotti, C. (2007). [\*The Real Estate Entrepreneur: Everything You Need to Know to Grow Your Own Brokerage.\*](#)

Freedman, R. (2005). [\*Broker to Broker.\*](#)

Steingold, F.S. (2005). [\*Legal Guide for Starting & Running a Small Business.\*](#)

Pakroo, P. (2004). [\*The Small Business Start-Up Kit.\*](#)