

# Preface

Welcome to the eighth and updated edition of *Fundamentals of Organizational Behavior*. This book is designed for courses in organizational behavior and management that focus on the application of organizational behavior knowledge to achieve enhanced productivity and satisfaction in the workplace. Organizational behavior is about human behavior in the workplace. Knowledge of organizational behavior is, therefore, an important source from which any manager or corporate professional may draw. The same information that can drive a manager to excel can also assist individual organizational contributors in becoming more adaptive and effective. Nonmanagerial professionals, technology workers, sales representatives, and service providers benefit from the insight and analysis that organizational behavior provides, as do managers and prospective managers. All are welcome under the umbrella of organizational behavior.

Organizational behavior, because of its key contributions in driving workforce productivity, is a standard part of the curriculum in schools and colleges of business, management, and public administration. The case for the relevance of organizational behavior was stated by Bob Funk, the chairman, CEO, and founder of Express Employment Professionals, one of the nation's largest job agencies. Funk observes that getting ahead in today's world starts with skills. Yet hard skills and experience are only part of the equation, and not the important half. "So many people do not realize how important soft skills (essentially interpersonal skills) are to unlocking job opportunity," he says.\*

Eight years after Funk's comments, a Walmart-sponsored gathering of high-level executives from different companies also emphasized the utility of organizational behavior knowledge. The executives concluded that with the right training opportunities, employees could weather the AI storm. The executives emphasized that essential human qualities, including the ability to connect with people and develop meaningful relationships, are becoming even more important. Courtney della Cava, a senior Blackstone executive said, "There's nothing soft about soft skills."\*\*

As a result of interest in the field, research and writing about the field proliferates. To provide just an overview of this vast amount of information, many introductory textbooks are quite lengthy, easily filling 800 pages or more. To soften the impact of such encyclopedic approaches to the study of organizational behavior, many of these books also lavishly layer figures, charts, and photographs onto their extended narratives. Many of the new, briefer textbooks are simply condensed versions of the longer books.

*Fundamentals of Organizational Behavior* takes a briefer, more focused, and more applied approach to learning about the field. Instead of trying to dazzle with a baffling array of concepts, research findings, theories, and news clippings, this book concentrates on only the most useful ideas. It blends clear and thoughtful exposition of traditional topics, such as motivation, with topics of more recent origin, such as creativity, virtual teams, knowledge management, and inclusion.

Although each chapter packs a lot of information, chapters consistently emphasize the essential and the practical. A major strategy was to de-emphasize elaborate theories and

\*Quoted in William McGurn, "Bring Back the Work Ethic," *The Wall Street Journal*, September 5, 2017, p. A13.

\*\*Sarah Nassauer and Chip Cutter, "Walmart CEO Issues Wake-Up Call on AI," *The Wall Street Journal*, September 29, 2025, p. A2.

findings that are no longer the subject of active research, practice, or training programs. However, we did not permit our concern for brevity to strip the text down to a sterile outline devoid of human interest, examples, and useful applications. Most of the brief textbooks on organizational behavior sacrifice cases, self-quizzes, discussion questions, and in-action inserts. *Fundamentals of Organizational Behavior*, however, injects all these elements into its pages and still stays concise.

The size and scope of this book are well suited to college courses that supplement a core textbook with journal articles, major projects, specialty textbooks, online information, or other instructional media. In addition, the comprehensiveness of *Fundamentals of Organizational Behavior*, combined with its brevity, makes it suitable for workplace organizational training programs about human behavior. The student who masters this textbook will not only acquire an overview of and appreciation for organizational behavior research, literature, theory, and opinion, but will also develop a feel for managing and influencing others through the application of systematic knowledge about human behavior.

## The Features

In addition to summarizing and synthesizing relevant information about essential organizational behavior topics and providing concrete examples of theories in action, *Fundamentals of Organizational Behavior* incorporates many useful features to make the material more accessible, collaborative, and incisive. It also works hard to be technologically relevant, such as by describing how information technology is used to enhance group decision making, how social media influence networking in organizations, and how artificial intelligence factors into decision making.

- *Learning Objectives* introduce the major themes of each chapter and provide a framework for study.
- *Boldfaced key terms* are defined in the margins, listed at the end of each chapter, and reinforced in an end-of-book glossary.
- *Opening vignettes* explore real organizational issues, highlighting the stake all types of organizations have in using human capital well.
- *Organizational Behavior in Action* boxes describe the actions of managers and professionals in dealing effectively with the human aspects of management, making visible the connection between theory and practice.
- *Self-Assessments and Skill-Development Exercises* support self-directed learning while driving the connections among research, theory, and practice down to the personal level. They not only provide a point of departure for students in understanding and valuing their own individual attitudes and behaviors, but they also serve to create an ongoing dialogue, as each assessment and exercise can be returned to many times over the course of a semester. The Self-Assessments and Skill-Development Exercises have been well-accepted features of the previous seven editions.
- *Implications for Managerial Practice* sections, located near the end of each chapter, set off several practical suggestions for applying organizational behavior information in a managerial context.
- *Summaries of Key Points*, located at the end of each chapter, integrate all key topics and concepts into several cogent paragraphs and link them with the chapter's stated learning objectives.
- *Key Terms and Phrases* provide a useful review of each chapter's terminology.
- *Discussion Questions and Activities*, located at the end of each chapter, are suitable for individual or group analysis. Included are collaboration questions aimed at fostering group activity.
- *Case Problems*, located at the end of each chapter, illustrate major themes of the chapter and are suitable for individual or group analysis. Case Problems are

uniquely designed to complement this textbook and include relevant follow-up discussion questions.

- *Role-playing exercises* that accompany each case provide students the opportunities to practice skills and act out partial solutions to the case problems.

## The Framework

*Fundamentals of Organizational Behavior* is a blend of description, skill development, insight, and prescription. Divided into four parts, it moves from the micro to the macro, beginning with a brief introduction to the discipline. It then progresses to an exploration of the individual, to a discussion of groups and intergroup dynamics, and to an examination of organizational systems.

As just noted, Part 1 provides an introduction to organizational behavior. Chapter 1 focuses on the nature and scope of organizational behavior and provides the foundation for what is to come.

Part 2 includes six chapters that deal with the individual in the organization. Chapter 2 describes fundamental aspects of understanding individuals in terms of individual differences, mental ability, and personality. Chapter 3 describes individuals from the standpoint of learning, perception, and values. Chapter 4 describes attitudes, job satisfaction, and ethics as they relate to behavior in organizations. Chapter 5 is about individual decision making and creativity. Chapter 6 presents basic concepts of motivation, and Chapter 7 discusses techniques for enhancing motivation.

Part 3, about groups and intergroup relations, contains six chapters. Chapter 8 is about interpersonal communication, and Chapter 9 covers group dynamics, including the characteristics of an effective work group. Chapter 10 is devoted to teams and teamwork. Chapter 11 deals with leadership, a cornerstone topic in organizational behavior and management. Chapter 12 extends the study of leadership by describing power, politics, and influence. Chapter 13 describes the nature and management of conflict and stress. (This chapter deals in part with interpersonal phenomena and in part with individual phenomena.)

Part 4, about the organizational system and the global environment, contains four chapters covering macro issues in organizational behavior. Chapter 14 deals with organization structure and design. Chapter 15 is about organizational culture and knowledge management. Chapter 16 is about organizational change and innovation, but it also deals with the individual managing change. Chapter 17 covers cultural diversity and cross-cultural organizational behavior.

## Changes in the Eighth Edition

The eighth edition updates the seventh edition as the knowledge base of organizational behavior continues to evolve. Relevant aspects of artificial intelligence are included throughout the book. Fourteen of the seventeen chapter-opening vignettes are new, and three are updated. Twelve of the Organizational Behavior in Action boxes are new, and five have been updated. A new skill-building exercise has been added. The book now has thirty-four case problems instead of seventeen, and each case now has an associated role play. Nineteen of the thirty-four case problems are new. New research findings can be found in every chapter. We have also selectively eliminated concepts that are essentially new names and labels for existing concepts. We have reduced the number of technical terms, particularly where recent terms are variations of useful terms that already exist. We have reduced a few complicated models and theories that do not add value to what is already explained in the text. Major additions and new or enhanced topical coverage are listed here, chapter by chapter:

### Chapter 1: The Nature and Scope of Organizational Behavior

The section about research designs and methods in organizational behavior is revamped and expanded. The chapter also presents a description of quasi-experimental design. A summary of the recently developed World Economic Forum list of skills required for

success in today's workplace and into the future includes many soft skills. The chapter provides information about a large-scale analysis of 34 million U.S. managerial job postings, along with millions of job résumés and employee performance evaluations, reinforcing the importance of soft skills. A key addition is an expansion of how artificial intelligence fits into the history of organizational behavior, including seven key points.

## **Chapter 2: Individual Differences, Cognitive Ability, and Personality**

*General cognitive ability* replaces the term *mental ability*. The chapter describes the multitrait framework, requiring several people who know an individual to rate the person on behaviors related to a trait being measured. Detailed information is presented about occupational variation in personality profiles. In addition, the chapter summarizes a study that used machine learning (ML) with 1,190 employees at a South Korean pharmaceutical company. The study found a noticeable curvilinear relationship with job performance and conscientiousness. A slight curvilinear relationship was also found with job performance and agreeableness.

## **Chapter 3: Learning, Perception, and Values**

This chapter includes a major section describing the role of AI in employee learning and training. It also provides information about how community colleges offer both degree and certificate programs in high-demand fields, including IT, healthcare, trades (including welding and HVAC), and business administration.

## **Chapter 4: Attitudes, Job Satisfaction, and Ethics**

An addition to this chapter is a discussion of toxic positivity, or the overuse of a positive outlook to the point that it dismisses the genuine emotions and struggles felt by work associates. The chapter summarizes findings from the Conference Board's 2025 job satisfaction survey of 1,700 U.S. workers. A new section describes employee happiness and fun as part of job satisfaction. The chapter also includes a separate discussion about the positive consequences of job satisfaction. Six key findings are presented from the Global Business Ethics Survey of 2022–2024. A new scenario is added to the ethical decision-making skill-development exercise. Updated information is provided about establishing an ethics hotline. Also new is a description of the socially responsible behavior of employing people with visible disabilities.

## **Chapter 5: Individual Decision Making and Creativity**

The chapter presents Barnes & Noble as an example of using creative thinking by decentralizing decision making rather than home office executives making all key decisions. The description of AI applied to decision making is updated and expanded. The chapter presents the observation that one reason people who generate a creative idea are often hesitant to try again is that they might not be successful on a second attempt. A second reason is that people who had one or more creative ideas rejected in the past might be hesitant to try again. The chapter provides information about the preferred time of the day for creative thinking. It presents a brainstorming method that incorporates the idea that individuals working alone generate more useful ideas than when working in a group. The chapter also makes a creativity-enhancing suggestion about the value of generating loads of ideas including bad ones.

## **Chapter 6: Foundation Concepts of Motivation**

The chapter suggests a useful perspective on setting and pursuing goals is for the goal setter to decide which goals are the most important to pursue. The chapter also describes the moralistic aspect of intrinsic motivation.

## **Chapter 7: Motivational Methods and Programs**

Providing challenging jobs may improve a job holder's motivation, but overdoing the challenges may lead to negative consequences, such as neglecting tasks. The chapter explains that an employee's purpose will often be an even stronger motivator when there

is congruence between the job holder's purpose and that of the organization. Based on the results of 68 in-depth interviews, a recently observed use of job crafting is for workers to cope with grief-inducing events. The chapter also provides information about the motivational aspects of artificial intelligence and job design.

Gratitude is linked to the powerful neurochemicals of dopamine and oxytocin. Dopamine enhances a person's mood to be more strongly motivated, and oxytocin builds trust and connection. The simple gesture of expressing thanks engages the brain to increase both pleasure and perseverance. A meta-analysis found that there is a positive effect of incentives on performance of interesting tasks. Incentives also increase performance on non-interesting tasks. Furthermore, financial incentives are more effective at stimulating quantity than quality with respect to the performance, especially for interesting tasks.

## **Chapter 8: Interpersonal Communication**

A key section in this chapter provides a sampling of ways in which AI influences organizational communication. The chapter also provides information about the controversial (mixed) advantages of hybrid and remote work. Evidence is presented that remote workers are overlooked for promotion. The text presents the perspective that effective organizations create workplaces that are both high tech and high touch. Organizations best equipped to optimize communication technology will simultaneously focus on improving employee well-being, providing for personal growth, and fulfilling workplace relationships. Note is made that when we touch other people in a positive way, the body produces the chemicals oxytocin and dopamine, helping us feel more comfortable and connected. The text indicates one way we can improve self-confidence is to maximize the length between our earlobes and shoulders instead of raising our shoulders. The text introduces the communication barrier of people multitasking or sleeping during meetings. Another way to overcome a communication barrier is to share crucial information about meetings in advance to reduce boredom.

One way to prove that we are listening is to demonstrate it after the other person has spoken. Women tend to use touch to reassure the other person or build a connection, such as touching an arm lightly to support someone who is speaking. Men tend to use touch more to project dominance, including pats, back slaps, and shoulder touches. Pew Research Center found that 1.6 percent of U.S. adults are transgender or nonbinary. Among young adults, about 5 percent say their gender is different from the sex they were assigned at birth.

## **Chapter 9: Group Dynamics**

This chapter introduces the concept of agile teams. It offers suggestions for how virtual or remote team members can collaborate effectively with each other. It offers two additional characteristics of an effective work group: prosocial motivation of group members and person-group fit. A new discussion addresses the application of AI to group decision making. An example of groupthink apparently took place at the Silicon Valley Bank (SVB), a digital bank that experienced the second largest bank collapse in the United States in 2023. A concern about teams arises from focusing too much on group or team effort rather than individual effort, which can retard a person's career.

## **Chapter 10: Teams and Teamwork**

A longitudinal study showed that unions facilitate the effectiveness of high-performance work systems (HPWS) on organizational performance and employee well-being. The mechanism bringing about the positive results was shown to be the enhanced cooperative climate fostered by the HPWS as well as the labor union. Expecting teams to emphasize both learning and performance simultaneously will often dilute their focus. Another problem with micromanagement is that the human brain is wired for independence, including having our own preferences. The text presents information about facilitating team happiness through kindness and recognition. AI has been applied to team management by making meetings more effective and collaborative. Generative AI can help team members prepare for meetings by generating materials, templates, and guidelines to use during the meeting.

## **Chapter 11: Leadership in Organizations**

A large-scale field experiment involving 281 teams and 1,273 participants demonstrated the value of leadership. A recently published finding is that humble leadership improves employee adjustment following shock events, as revealed by two field studies of the COVID-19 pandemic. Newcomers to a work group sometimes deliberately ingratiate themselves to the supervisor to form a better leader-member exchange (LMX) with that person. Across three field studies in China, a curvilinear relationship was found between newcomer ingratiation and LMX.

A hard-hitting approach to being task-oriented and self-confident during a crisis is for the leader to accept accountability for problems that occur during the crisis. Another approach to crisis leadership is to re-establish the work routine. A sense of vision inspires employees to perform well, and a well-chosen metaphor helps communicate the vision. High cognitive intelligence is a contributor to most of the characteristics and behaviors of charismatics. Being intelligent facilitates charisma because it requires a leader to be creative, communicate symbolically, have job-related expertise, and be consistent in values and actions.

## **Chapter 12: Power, Politics, and Influence**

Jensen Huang, the founder of Nvidia, offers this advice for a person seeking to become powerful: “If you want to build something great, it’s not easy. You have to suffer, you have to struggle, you have to endeavor. And there are no such things that are great that are easy to do.” Five researchers found that leaders are maladaptively more likely to grant control to group members who support rather than challenge their views. Political will is the desire to engage in goal-directed behavior that advances the personal objectives of the actor even at some risk to the reputation.

The in-groups noted in LMX theory are the recipients of favoritism. Evidence has been found that less-favored subordinates often feel resentment and may exhibit distrust, dislike, contempt, and avoidance. A curious aspect of favoritism is that it is both a contributor to and a form of organizational politics. Networking is recognized as a method of getting an i-deal, referring to an individually negotiated customized work arrangement or idiosyncratic deal. Making a good virtual impression has become an important part of impression management for many workers. A virtual impression relates to all forms of digital communication, including emails, text messages, and videoconferences. It is possible to use a devious political tact in the process of being recruited and hired for a position. The idea is to search for a clue to the interviewer’s political party affiliation and then hint that you have the same affiliation. It can be influential to bolster your influence tactic by mentioning how your opinion was strengthened by using artificial intelligence. A recent large experiment found no evidence that men and women differ in their ability to exert influence nor that people are biased against women.

## **Chapter 13: Conflict and Stress**

Sexual exploitation of and abuse of aid recipients by aid providers and peacekeepers has existed for many years in many countries and nonprofit organizations. Long-term studies with more than 7,000 working adults found that work–family conflict has an additive genetic component. Heredity accounts for 31 percent of work interfering with family, and for 16 percent of family interfering with work. Data from 105 independent samples found that incivility is a valid and reliable concept and is a component of mistreatment. Workplace violence is prevalent in the healthcare industry. Conflict intelligence is a blend of self-awareness, social conflict skills, adaptability to situations, and systemic thinking. Another frequently found type of difficult person is the cynic. Research indicates that cynics earn less money, report lower job satisfaction, and are less likely to be promoted to leadership positions.

Building a golden bridge is a comprehensive approach to resolving conflict and negotiating with difficult people. The bridge refers to the opportunity for the difficult person

to save face and view the outcome as at least a partial victory. Overcoming the fixed-pie assumption is a key negotiating tactic. Microstresses are small stress events that stem from routine interactions. Or simply put, they are “little things that pile up.” The micro-stress might be so fleeting that we hardly notice it. An extreme example of role overload is the 9-9-6 work schedule that requires employees to work from 9 a.m. to 9 p.m. from Monday to Saturday. According to a 2025 Work in America Survey, 53 percent of workers say job insecurity has a significant impact on their stress levels.

## **Chapter 14: Organization Structure and Design**

The trend toward making organizations smaller and more efficient has resulted in fewer managers, thereby increasing the span of control of existing managers. According to the Bureau of Labor Statistics, there is approximately one manager for 11.5 employees. A trend in recent years is for companies to operate with smaller workforces, often made possible by new technologies like generative artificial intelligence. Another size-reducing force is an edict that everyone on the payroll should be working harder. The shift to a *liquid workforce* (another name for the gig economy) has accelerated because during an uncertain economy many business firms stay lean by minimizing full-time staff and relying more on freelancers to help in specific areas where additional staffing is needed. Hiring workers only when needed enhances organizational agility.

## **Chapter 15: Organizational Culture and Knowledge Management**

Employees themselves contribute to the development of the organization’s culture. They often develop traditions of their own that help create the culture, such as welcoming and being highly supportive of new team members. Organizations vary considerably in how long and hard employees typically work. The expectations for intensity of work are a part of the culture that affects most employees. To function effectively, most organizations require a culture that emphasizes people working collaboratively and regarding work as a team effort. A key value that enhances problem solving and creativity is the willingness of employees to share useful knowledge with work associates. According to a Flex.Jobs survey of 2,600 U.S. workers, a toxic workplace culture was the third most frequent reason workers give for wanting to quit.

A new section describes knowledge management systems that support and implement knowledge management strategies and techniques. A recently developed method to simplify knowledge sharing is an evolvable script. The script is a concise, modular instruction set outlining the purpose of a task, along with the most critical actions to get it done.

## **Chapter 16: Organization Change and Innovation**

A new section describes resistance to change stemming from artificial intelligence. Another useful perspective on building support for change is for the leader or manager to frequently remind group members that change is expected, inevitable, and a usual part of doing business. Vigilant leadership refers to leader behaviors directed toward stimulating organizational members to focus on potential challenges and respond to future unexpected setbacks. Quiet cutting is a subtle form of downsizing in which employees are reassigned, hoping that they will quit. The reassignment often involves shifting the employee to lower-value roles, often accompanied by reduced pay.

A straightforward way of changing values and culture is to administer financial rewards to high-level managers who make a value shift in the desired direction. Another use of rewards for changing the values, and therefore the culture of an organization, is to reward people who question the usual path. A clear and compelling story told by a leader is often an effective method of getting organizational members to understand the necessity for change and take appropriate action. When a big change is needed, stories can communicate why the organization or team needs to change. A key way in which serendipity takes place in organizations is to encourage openness to surprises by scrutinizing an unusual event to extract potential meaning.

## Chapter 17: Cultural Diversity and Cross-Cultural Organizational Behavior

The current emphasis is on inclusion and fairness rather than diversity, equity, and inclusion, because DEI programs have been challenged legally and often perceived as being divisive. Recent research suggests that the widely quoted studies by McKinsey about the advantages of gender diversity in management may have been overstated. The major problems with cultural diversity center on DEI programs, not the thrust to have inclusive and fair workplaces. Critics of DEI believe that these programs heavily emphasize diversity instead of merit. Another concern about diversity initiatives is that they divide people rather than fostering unity.

Another cross-cultural negotiating tactic is to know whether to put the final deal in writing. A legal way to recruit a culturally diverse workforce is to make job descriptions more inclusive so certain candidates are not excluded, such as less important educational requirements. A small, but important, way to foster inclusivity is to ensure that company demographic forms do not exclude the identity of minority groups.

A microaggression is an insensitive statement, question, or assumption aimed generally at a member of an identity group. The seemingly innocuous and impulsive statement can have a negative impact on the well-being of the target of that microaggression. The content and methods of diversity training vary considerably, making it difficult to accurately measure their effectiveness. To avoid legal liability, many organizations that restricted diversity programs to specific demographic groups such as people of color, women, or LGBTQ+ are now opening these programs to any interested person.

## Online and in Print

### Student Options: Print and Online Versions

This eighth edition of *Fundamentals of Organizational Behavior* is available in multiple versions: online, in PDF, and in print as either a paperback or loose-leaf text. The content of each version is identical.

The most affordable version is the online book, with upgrade options including the online version bundled with a print version. What is nice about the print version is that it offers you the freedom of being unplugged—away from your computer. The people at Academic Media Solutions recognize that it is difficult to read from a screen at length and that most of us read much faster from a piece of paper. The print options are particularly useful when you have extended print passages to read.

The online edition allows you to take full advantage of embedded digital features, including search and notes. Use the search feature to locate and jump to discussions anywhere in the book. Use the notes feature to add personal comments or annotations. You can move out of the book to follow Web links. You can navigate within and between chapters using a clickable table of contents. These features allow you to work at your own pace and in your own style, as you read and surf your way through the material. (See “Harnessing the Online Version” for more tips on working with the online version.)

### Harnessing the Online Version

The online version of *Fundamentals of Organizational Behavior* offers the following features to facilitate learning and to make using the book an easy, enjoyable experience:

- *Easy-to-navigate/clickable table of contents*—You can surf through the book quickly by clicking on chapter headings or first-or second-level section headings. And the Table of Contents can be accessed from anywhere in the book.
- *Key terms search*—Type in a term, and a search engine will return every instance of that term in the book; then jump directly to the selection of your choice with one click.

- **Notes and highlighting**—The online version includes study apps such as notes and highlighting. Each of these apps can be found in the tools icon embedded in the Academic Media Solutions/Textbook Media’s online eBook reading platform ([www.academicmediasolutions.com](http://www.academicmediasolutions.com)).

## Instructor Supplements

In addition to its student-friendly features and pedagogy, the variety of student formats available, and the uniquely affordable pricing options that are designed to provide students with a flexibility that fits any budget and/or learning style, *Fundamentals of Organizational Behavior*, 8e, comes with the following teaching and learning aids:

- **Test Item File**—This provides an extensive set of multiple-choice, short-answer, and essay questions for every chapter for creating original quizzes and exams.
- **Instructor’s Manual**—This is a condensed version of the book offering assistance in preparing lectures, identifying learning objectives, developing essay exams and assignments, and constructing course syllabi.
- **PowerPoint Presentations**—Key points in each chapter are illustrated in a set of PowerPoint files designed to assist with instruction.
- **Online Video Labs with Student Worksheets**—A collection of high-quality, dynamic, and sometimes humorous video segments (contemporary and classic) produced by a variety of media, academic, and entertainment sources, accessed via the web. Organized by chapter, the video segments illustrate key topics/issues discussed in the chapters. Each video segment is accompanied by a student worksheet that consists of a series of discussion questions that helps students connect the themes presented in the video segment with key topics discussed in the specific chapter.

## Student Supplements and Upgrades (Additional Purchase Required)

- **Lecture Guide**—This printable lecture guide is designed for student use and is available as an in-class resource or study tool. Note: Instructors can request the PowerPoint version of these slides either to use as developed or to customize.
- **Study Guide**—A printable version of the online study guide is available via downloadable PDF chapters for easy self-printing and review.
- **Quizlet Study Set**—Quizlet is an easy-to-use online learning tool built from all the key terms from the textbook. Students can turbo-charge their studying via digital flashcards and other types of study apps, including tests and games. Students are able to listen to audio, as well as create their own flashcards. Quizlet is a cross-platform application and can be used on a desktop, tablet, or smartphone.