

**Year: 2008**  
**Volume: 53**  
**Issue: 1**

**STUDIA**  
**Universitatis Babeș-Bolyai**  
**OECONOMICA**

**A THREE WAY ANALYSIS OF THE ORGANIZATIONAL LEARNING  
CHARACTERISTICS OF A ROMANIAN UNIVERSITY**

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**Abstract.** The paper applies three-way analysis (Kroonenberg, 1983, 2008) to the sets of components of organizational learning process in a Romanian university, by questioning 20 teaching and research staff. The study examines the differences in identifying the organizational learning characteristics between senior and junior staff, and between people holding a managerial position and the rest of the academic staff. The preferences for one or another of the components – organizational learning, individual learning, and organizational conditions are being underlined and discussed, based on the data collected from a Romanian economic university.

**JEL Classification:** C42, I 23

**Keywords:** organizational learning, university management, three-way analysis

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