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ACADEMIC DEGREES

- 1976 Ph.D. in Sociology (focused on Complex Organizations), Polish Academy of Sciences, Poland
1972 M.A. in Sociology, University of Warsaw, Poland, 1972

EMPLOYMENT

- 1991- President of MasterPlan, a consulting and training company
1987-91 Assistant Professor
Department of Management, Oregon State University, Corvallis, Oregon
1986-87 Associate Professor/Visiting Scholar in Comparative Management Systems
Department of Management, California State University, Sacramento, California
1986 National Fellow
Hoover Institution, Stanford University, Stanford, California
1985 Lecturer in Sociology
Department of Sociology, University of Virginia, Charlottesville, Virginia
1985 Lecturer in Political Science
Department of Political Science, University of Connecticut, Storrs, Connecticut
1983-84 A.C.L.S. Visiting Scholar
Department of Sociology, State University of New York, Albany, New York
1982-83 Associate Professor
Department of Management, University of Warsaw, Warsaw, Poland
1979-83 Associate Professor
Organizational Sociology Research Center, Polish Academy of Sciences, Warsaw, Poland
1977-79 Assistant Professor
Institute of Organization and Management, Polish Academy of Sciences, Warsaw, Poland
1974-76 Senior Research Assistant
Institute of Organization and Management, Polish Academy of Sciences, Warsaw, Poland
1973 Research Assistant, Institute of Philosophy and Sociology, Polish Academy of Sciences,
Warsaw, Poland

PUBLICATIONS

Practically-oriented books

Kostecki, Marian J. (1996)

Telemarketer's Handbook, Warsaw: TeleMaster, pp. 106

in Polish

Academic books

Schlesinger, Philip, Marian J. Kostecki, Krzysztof Mreła, Philip Elliot, Charles Kadushin, Keith A. Reader, Edward S. Herman, and Bob Lumley (1987)

Los intelectuales en la sociedad de la información. Barcelona, Spain: Editorial Antropos, pp. 231

in Spanish

Mreła, Krzysztof and Marian J. Kostecki (1981)

Barriers and Perspectives: Studies in the Sociology of Organizations, Warsaw: Institute of Philosophy and Sociology Press, pp. 180

in English

Mreła, Krzysztof, Włodzimierz Pańków and Marian J. Kostecki (1980)

Organizational Structure and Effectiveness in Their Context: Concepts and Findings, Warsaw: Institute of Philosophy and Sociology Press, pp. 203

in English

Kostecki, Marian J. and Krzysztof Mreła (1980)

A Man in the World of Organizations [Człowiek w świecie organizacji], Warsaw: MAW, pp.170.

in Polish

Kostecki, Marian J. (1979)

Top Managers in Industry: A Sociological Analysis [Kadra kierownicza resortu przemysłowego: analiza socjologiczna], Warsaw: Polish Scientific Publishers, pp.222

in Polish

Editorship of a journal issue

Kostecki, Marian J., ed. (1980)

Organizations in a Planned Economy: Poland in the 1970s, International Studies of Organization and Management, Vol.X, No.3 (Fall), pp.116.

in English

Academic journal articles

Kostecki, Marian J. (1988)

"Money and Management in Centrally-Directed Economy." In: Proceedings of the International Conference on Comparative Management (May 12-14, 1988, Taipei, Taiwan, Republic of China). National Sun Yat-Sen University, Taipei, Taiwan, pp. 164-173.[in English]

in English

Farrell, John P., and Marian J. Kostecki (1988)

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in English

Kostecki, Marian J. and Krzysztof Mreła (1987)

- [reprinted as:] **Trabajadores e 'intelligentsia' en Polonia: durante los días calientes y en el intermedio.** [in:] Philip Schlesinger, M. J. Kostecki, K. Mreła, Philip Elliot, Charles Kadushin, Keith A. Reader, Edward S. Herman, and Bob Lumley. Los intelectuales en la sociedad de la información. Barcelona, Spain: Editorial Antropos, pp.55-88

in Spanish

- [abridged version published as:] **Collective Solidarity in Poland's Powdered Society,** Insurgent Sociologist, 1984, Vol.XII, No.1-2: 131-142

in English

- [reprinted in:] Scott G. McNall, ed., Current Perspectives in Social Theory, Vol.V, Greenwich, Conn.: JAI Press Inc. 1984: 181-200

in English

- [originally published as:] **Workers and Intelligentsia in Poland: During the Hot Days and In Between,** Media, Culture and Society, Vol.4, No.3 (July 1982): 225-241

in English

Kostecki, Marian J., Krzysztof Mreła and Włodzimierz Pańków (1984)

Job Design and Automation in the Polish Machine Industry: A Case of Non-programmed Automation in a Planned Environment, in: Federico Butera and Joseph E.Thurman, eds., Automation and Work Design. A Study Prepared by the International Labour Office, Amsterdam-New York-Oxford: Elsevier/North Holland, 449-452.

in English

Kostecki, Marian J. and Krzysztof Mreła (1983)

- [reprinted as:] **The Incompatibility of Comparisons: Comparative Studies of Organizations and Cumulation of Scientific Knowledge,** Organization Studies, Vol.4, No.1: 73-88

in English

- [revised version as:] **Complexity of the Analysis of Organizational Structures: Comparative Studies and Cumulation of Knowledge,** Presented at the Conference on the Development of the Systems Analysis and Its Implications for the National Economy, Jablonna, Poland, April 1980, pp.21

in Polish

- [originally presented as:] „Theoretical and Methodological Problems in Comparative Research on Organizations," Presented at the Conference on Theoretical and Methodological Problems in Sociology of Work and Organizations, Jachranka, Poland 1979, pp.71

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Kostecki, Marian J. and Krzysztof Mreła (1983)

- [reprinted as:] **Social Goals and the Management of an Enterprise,** in: Władysław Jacher, ed., Sociological Problems of Managing an Enterprise in Poland, Katowice: Uniwersytet Śląski 1983: 9-26

in Polish

- [originally published as:] **Organizational Problems of Autonomy and Self-Government: an Enterprise Challenged by Economic Reform,** Warsaw: TNOiK 1981, pp.22

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- Kostecki, Marian J. (1982)
Organizational Effectiveness: Review of Concepts, Organizacja i Kierowanie, No.1-2: 19-38 in Polish
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 - [reprinted as:] **De omyndigförklarades revolt: sommaren 1980, dess organisatoriska orsaker och varningar**, in: Hakan Wiberg, Margareta Bertilsson, Kristian Gerner and Andrzej Kutylowski, eds., Konflikt och Solidaritet i Polen. Sociologiska Analyser Inifran, Stockholm: Bokforlaget Prisma 1983: 164-192 in Swedish
 - [reprinted in:] David Dunkerley and Graeme Salaman, eds., **The International Yearbook of Organizational Studies 1981**, London: Routledge and Kegan Paul: 105-125 in English
 - [originally published as:] "**Revolt of the Incapacitated: Inter- and Intra-Organizational Causes and Consequences of the Polish Summer 1980**", Journal of Peace Research, Vol.XIX (1982), No.2: 143-160 in English
- Kostecki, Marian J. (1982)
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- Kostecki, Marian J. and Krzysztof Mreła (1982)
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- Kostecki, Marian J. (1981)
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- Kostecki, Marian J. (1981)
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- Kostecki, Marian J. and Krzysztof Mreła (1981)
A Participative Method of Improving Information Systems: Assumptions and Applications, Przegląd Techniczny, No.1-2 in Polish
- Kostecki, Marian J. (1980)
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- Kostecki, Marian J. (1980)
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- [reprinted in:] Social Sciences Usurped: Reflections on the Americanization of Sociology , <u>Studia Sociologiczne</u> , No.4: 185-207	in Polish
- [revised version of a conference paper in English:] "From Provincialism to World-width in Sociology: the Americanization as a Mediating Factor," Prepared for the 10th World Congress of Sociology, Ad Hoc Group on Intercultural Cooperation in Organizations, Mexico City, Mexico, August, pp.36	in English
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Doktor, K., and Kostecki, Marian J. (1976)	
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- [reprinted as:] Rkwodnite kadry w stopanskite organizacii , <u>Sociologiczeski Pregled</u> , 1979, No.1: 62-77	in Bulgarian
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Time in Sociological Research on Organizational Structures , <u>Studia Socjologiczne</u> , No.4: 47-67	in Polish
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- [originally presented as:] "Organizational Structure and Success: Situational Determinants," Presented at the International Conference on Changes and Disfunctions in Public Administration and Business Organizations, Radziejowice, Poland, September 1978, pp.45	in English
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Managers of Business Organizations in a Socialist Society: Political Aspects of Their Functioning, in: K. Doktor, ed., <u>Sociological Studies on Organizations in Poland</u> , Warsaw: Institute of Psychology and Sociology Press: 103-118	in English
- [reprinted in:] The Polish Sociological Bulletin, 1979, No.4: 21-28	in English
- [reprinted in:] Studia Nauk Politycznych, No.1: 89-99	in Polish
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Kostecki, Marian J. and Krzysztof Mreła (1978)	
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Organizational Man: Myth or Reality, <u>Przegląd Techniczny-Innowacje</u> , Nos.35 and 36	in Polish
Pańków, Włodzimierz, Marian J. Kostecki, Krzysztof Mreła and Piotr Płoszajski (1978)	
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Kostecki, Marian J. (1977)	
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Kostecki, Marian J. (1977)	
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 - [originally presented as:] **Psychosocial Homogeneity of Managers of Business Organizations**, Presented at the EGOS [European Group for Organizational Studies] Conference on Sociology of Business Enterprise, Oxford, U.K., December 1976, pp.12 in English
- Kostecki, Marian J. (1976)
Psychosocial Portrait of a Manager, in: X. Gliszczynska, ed. Value Systems in Work Environment, Warsaw: IOK: 195-211 in Polish
 - [reprinted in:] Problemy Organizacji, 1977, No.2: 74-83 in Polish
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- Kostecki, Marian J. (1974)
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- Doktór, Kazimierz, Ewa Maslyk and Marian J. Kostecki (1974)
Attitudes of the Ministry Employees Toward Changes in the Management System, in: Cybernetic Methods in Management, Warsaw: IOK: 245-246 in Polish
- Kostecki, Marian J. (1973)
The Role of Information in Decision-Making Processes, Przegląd Organizacji, No.9: 488-490 in Polish

Practical journal articles

- Filipe Samora (2004)
 [interview on offshore outsourcing with Marian J. Kostecki], Europeacallcenter.com, March 11th, 2004 in Polish
- Kostecki, Marian J. (2003)
 Trzecia droga: Hosted call centers, Bezpośrednie Związki, nr 8/2003, 2 listopada 2003 in Polish
- Kostecki, Marian J. (2003)
 Zarządzanie małym call center, Bezpośrednie Związki, nr 8/2003, 2 listopada 2003. in Polish
- Kostecki, Marian J. (2003)
 Motywacja ze ściennego wyświetlacza, Bezpośrednie Związki, nr 8/2003, 2 listopada 2003. in Polish

Kostecki, Marian J. (2003)	Zagraniczne zaskoczenia, a w domu bez zmian: Call Center Expo 2003 (Birmingham), Bezpośrednie Związki, nr 8/2003, 2 listopada 2003	in Polish
Kostecki, Marian J. (2003)	Call Center Offshore Outsourcing: Poland. internet publication. September 2003.	in Polish in English in German
Kostecki, Marian J. (2003)	Windykacja w trzy minuty, no może sześc... , Finansista, 9/2003 (22), wrzesień	in Polish
Kostecki, Marian J. (2002)	Call centers i ich pracownicy [Call Centers and their employees], IDG White Paper na temat call/contact centers, dodatek do Computerworld, 23/2002 oraz NetWorld 6/2002	in Polish
Kostecki, Marian J. (2002)	CRM krok po kroku, czyli od znaczenia do wdrożenia [CRM step by step, or from meaning to implementation]. publikacja internetowa, kwiecień.	in Polish
Kostecki, Marian J. (2001)	Firmowy telefon do usług klienta , Marketing w Praktyce. nr 4 (kwiecień).	in Polish
Kostecki, Marian J. (2001)	Zarabiać na niezadowolonym kliencie , Marketing w Praktyce. nr 3 (marzec)	in Polish
Kostecki, Marian J. (2000)	Call center z prądem, czyli telemarketingowe pomysły dla energetyki [Call Center with energy, or telemarketing ideas for electric power generation and distribution], <i>Modern Marketing</i> . kwiecień.	in Polish
Kostecki, Marian J. (2000)	Pożytki z telemarketingu: jak cię słyszą, tak cię piszą , <i>Manager</i> . marzec-kwiecień.	in Polish
Kostecki, Marian J. (2000)	Przepis na dobrego telemarketera [Recepe for a an ideal telemarketer], <i>Modern Marketing</i> . marzec.	in Polish
Kostecki, Marian J. (2000)	Panna G. i pan S. , <i>Biuletyn Informacyjny SMB</i> , luty.	in Polish
Kostecki, Marian J. (2000)	Szef będzie za godzinę... [My boss will be back within an hour], <i>Manager</i> , styczeń.	in Polish
Kostecki, Marian J. (1999)	Gwiazdkowy bal policjantów w roku 2049, czyli jak zły potrafi być telemarketing , <i>Modern Marketing</i> , grudzień.	in Polish
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Kostecki, Marian J. (1999) STP, czyli Standardy Porządnego Telemarketingu, w dwóch odsłonach. <i>Modern Marketing</i> . nr 2, maj.	in Polish
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Kostecki, Marian J. (1999) Efektywność kampanii telemarketingowych: jak ją mierzyć, jak oceniać? Pryzmat. Seminarium marketingu bezpośredniego. Stowarzyszenie Marketingu Bezpośredniego, 11 marca. The effectiveness of telemarketing campaigns: how to measure? how to evaluate? Pryzmat. Direct Marketing Seminar. Direct Marketing Association, March 11.	in Polish in English
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Kostecki, Marian J. (1998) Na początku było słowo ... i tak już zostało. <i>Impact</i> , kwiecień.	in Polish
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Kostecki, Marian J. (1996) Klient na wyciągnięcie ręki [Client at an arm's reach]. Aida-media Nr 1 (20), 1996	in Polish
Kostecki, Marian J. (1996) Telemarketing - lęk przed dzwonieniem [Telemarketing: Fear of a phone call], Moja Firma, No.10 (October), pp. 36-37	in Polish
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Kostecki, Marian J. (1996) Rekrutacja przez telefon [Recruitment by phone]. Personel, nr 13 (16), lipiec.	in Polish