

Marian J. Kostecki

Potocka 4.98, 01-652 Warszawa
phone +48 (22) 832.0.832

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)

Poland's Top 500. Comparative Economic Studies No.4 (Winter): 52-57. [in English]

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

in Polish

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

in Polish

- Kostecki, Marian J. (1982)
Organizational Effectiveness: Review of Concepts, Organizacja i Kierowanie, No.1-2: 19-38 in Polish
- Kostecki, Marian J. (1981)
 - [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)
Organizational Size and Organizational Effectiveness, Acta Universitatis Lodziensis. Folia Oeconomica, Vol.25: 179-189 in Polish
- Kostecki, Marian J. and Krzysztof Mreła (1982)
Sovereignty of the Enterprise, Przegląd Techniczny, No.1 in Polish
- Kostecki, Marian J. (1981)
Polish Summer 1980 and Other Seasons of the Year, Problemy Ekonomiczne, No.1 in Polish
- Kostecki, Marian J. (1981)
How and by Whom to Fill Managerial Posts?, Zarządzanie, No.7 in Polish
- 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)
People vs. Task Orientation of Polish Managers, International Journal of Management and Organization, Vol.X, No.3(Fall): 40-56 in English
- Kostecki, Marian J. and Krzysztof Mreła (1980)
Comparing Comparative Studies on Organizations: Patterns of Incompatibilities, The Polish Sociological Bulletin, No.2: 57-68 in English
- Kostecki, Marian J. (1980)
A Sociological Analysis of Organizational Effectiveness, Problemy Organizacji, No.1: 53-73 in Polish
- Kostecki, Marian J. (1980)
Social Needs and Business Organizations, in: P. Wojcik, ed., Marxist Theory of in Polish

<u>Needs and Interests, and Problems of Building the Developed Socialist Society</u> , Warsaw: WSNS: 133-148	
Kostecki, Marian J. and Krzysztof Mreła (1980)	
- [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
Kostecki, Marian J. and Krzysztof Mreła (1980)	
Comparative Studies and Cumulation of Knowledge: From the Problematics of Comparative Studies on Organizations , <u>Studia Sociologiczne</u> , No.3: 107-132	in Polish
Kostecki, Marian J. and Krzysztof Mreła (1980)	
Planning Processes and Social Goals , <u>Przegląd Techniczny-Innowacje</u> , No.49	in Polish
Kostecki, Marian J., Krzysztof Mreła and Włodzimierz Pańków (1980)	
- [reprinted in:] The Social Scientist in the Process of Improving Organizations , in: <u>Methods of Designing Management of Business Organizations</u> , Warsaw: IOZiDK and TNOiK 1980: 24-29	in Polish
- [originally published in:] <u>Methods of Research and Design in the Management of Business Organizations</u> , Warsaw: IOZiDK: 148-154	in Polish
Doktor, K., and Kostecki, Marian J. (1976)	
- [reprinted as:] A gazdasági szervezetek vezetői , in: W. Morawski, szerkesztette, <u>A szervezet: A strukturák, a folyamatok és a szerepek szociológiája</u> , Budapest: Kozgazdasági és Jogi Könyvkiadó 1979: 341-355	in Hungarian
- [reprinted as:] Rkwodnite kadry w stopanskite organizacii , <u>Sociologiczeski Pregled</u> , 1979, No.1: 62-77	in Bulgarian
- [originally published in Polish:] Managers of Business Organizations , Witold Morawski, ed., <u>Organizations: Sociology of Structures, Processes, and Roles</u> , Warsaw: Polish Scientific Publishers 1976: 270-300	in Polish
Kostecki, Marian J. (1979)	
Structures and Processes , <u>Organizacja i Kierowanie</u> , No.4: 137-138	in Polish
Kostecki, Marian J. (1979)	
Must a Director Be an Engineer? <u>Przegląd Techniczny-Innowacje</u> , No.16	in Polish
Kostecki, Marian J. and Krzysztof Mreła (1979)	
Time in Sociological Research on Organizational Structures , <u>Studia Socjologiczne</u> , No.4: 47-67	in Polish
Kostecki, Marian J. and Krzysztof Mreła (1979)	
A Movie Production Unit in Action: An Analysis of Structures, Processes, and Roles , in: P. Płoszajski, ed., <u>Organizational Problems of the Motion Picture Production</u> , Warsaw: TNOiK: 94-139	in Polish

- Kostecki, Marian J., Krzysztof Mreła and Włodzimierz Pańków (1979)
Applicability of Psychosocial Techniques of the Development of Organizations, *Zarządzanie*, No.2: 7-12 in Polish
- Kostecki, Marian J., Krzysztof Mreła and Włodzimierz Pańków (1979)
The Structure and Success of an Organization: Situational Determinants, *Prakseologia*, No.1: 85-117 in Polish
 - [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
- Kostecki, Marian J. (1978)
Managers of Business Organizations in a Socialist Society: Political Aspects of Their Functioning, in: K. Doktor, ed., *Sociological Studies on Organizations in Poland*, 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
- Kostecki, Marian J. and Krzysztof Mreła (1978)
Still More Leeway? *Przegląd Techniczny-Innowacje*, No.33 in Polish
- Kostecki, Marian J. and Krzysztof Mreła (1978)
Lady X and Bureaucracy, *Przegląd Techniczny-Innowacje*, No.34 in Polish
- Kostecki, Marian J. and Krzysztof Mreła (1978)
Organizational Man: Myth or Reality, *Przegląd Techniczny-Innowacje*, Nos.35 and 36 in Polish
- Pańków, Włodzimierz, Marian J. Kostecki, Krzysztof Mreła and Piotr Płoszajski (1978)
On the Development of the Medium-Size Industrial Enterprise, *Zarządzanie*, No.11-12 in Polish
- Kostecki, Marian J. (1977)
The Managerial Cadres of the Polish Industry: Research Report, *The Polish Sociological Bulletin*, No.2: 85-96 in English
- Kostecki, Marian J. (1977)
Managers of an Industrial Sector, in: P. Płoszajski, ed., *Sociological Problems in Managing Organizations*, Warsaw: UW: 61-91 in Polish
- Kostecki, Marian J. (1977)
Education of Managers of Business Organizations, *Organizacja i Kierowanie*, No.2: 87-99 in Polish
- Kostecki, Marian J. (1977)
Professional Careers of Managers, *Organizacja i Kierowanie*, No.3-4: 87-94 in Polish

- Gawda, Witold, Marian J. Kostecki, Piotr Płoszajski and Andrzej Rychard (1977)
Studies on Relations Between Organizations and Their Environment: Theoretical Proposals, Problemy Organizacji, No.2: 3-20 in Polish
- Kostecki, Marian J. (1976)
Psychosocial Homogeneity of Managers, Problemy Organizacji, No.3:75-94 in Polish
 - [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
- Kostecki, Marian J. (1974)
The Process of Making Personnel Decisions in an Industrial Enterprise, Problemy Organizacji, No.1: 119-139 in Polish
- Kostecki, Marian J. (1974)
Socio-Professional Groups in Business Organizations, in: J. Solarz, ed., Organizational Sociology, Warsaw: Warsaw University Press: 142-162 in Polish
- 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
Kostecki, Marian J. (1999)	Prawdziwa rozmowa o osiemsetce , <i>Telemarketing</i> , listopad.	in Polish

Kostecki, Marian J. (1999) Bezpłatne numery 0-800 , <i>Telemarketing</i> , listopad.	in Polish
Ptak-Kostecka, Żaneta, and Marian J. Kostecki (1999) Papuga ze złotym głosem [Parrot's golden voice], <i>Modern Marketing</i> , wrzesień.	in Polish
Kostecki, Marian J., with Jan Gawlik (1999) Subiektywny słowniczek technologii telemarketingowej [The Subjective Dictionary of Telemarketing Technology], <i>Modern Marketing</i> , wrzesień.	in Polish
Kostecki, Marian J. (1999) STP, czyli Standardy Porządnego Telemarketingu, w dwóch odsłonach. <i>Modern Marketing</i> . nr 2, maj.	in Polish
Kostecki, Marian J. (1999) Telemarketing krok po kroku, część III [Telemarketing step-by-step, part III]. <i>Marketing w Praktyce</i> . maj.	in Polish
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
Kostecki, Marian J. (1999) Telemarketing krok po kroku, część II [Telemarketing step-by-step, part II]. <i>Marketing w Praktyce</i> . styczeń.	in Polish
Kostecki, Marian J. (1998) Telemarketing krok po kroku, część I [Telemarketing step-by-step, part I]. <i>Marketing w Praktyce</i> . listopad.	in Polish
Kostecki, Marian J. (1998) Magiczne siódemki baz danych. <i>Sales Power</i> , nr 2 (listopad).	in Polish
Kostecki, Marian J. (1998) Koń - iaki jest, każdy widzi. <i>Świat Okularów</i> , listopad.	in Polish
Kostecki, Marian J. (1998) Co telefony mówią o firmie? <i>Impact</i> , maj 1988 [oraz:] <i>Sales Power</i> , październik.	in Polish
Kostecki, Marian J. (1998) Na początku było słowo ... i tak już zostało. <i>Impact</i> , kwiecień.	in Polish
Kostecki, Marian J. (1997) Tandem ubezpieczeniowy. <i>Serwis Marketing</i> , nr 9, wrzesień.	in Polish
Kostecki, Marian J. (wywiad z...) (1997) Pionier telemarketingu w Polsce. <i>Telemarketing</i> , nr 1, kwiecień.	in Polish

The pioneer of telemarketing in Poland. Telemarketing, nr 1, April.	in English
Kostecki, Marian J. (1997) Co sprzedaje się przez telefon, Telemarketing, kwiecień.	in Polish
Kostecki, Marian J. (1997) Darmofon. Telemarketing, kwiecień.	in Polish
Kostecki, Marian J. (1997) Wyposażenie stanowiska pracy telemarketera. Telemarketing, kwiecień.	in Polish
Kostecki, Marian J. (1997) Telesprzedaż, czyli sprzedaż przez telefon. Telemarketing, kwiecień.	in Polish
Kostecki, Marian J. (1997) Słuchawki nagłowne [Headphones]. Telemarketing, kwiecień.	in Polish
Kostecki, Marian J. (1997) Siedem kroków wiodących do sukcesu w sprzedaży przez telefon [Seven steps to success in telesales]. Telemarketing, April.	in Polish
Kostecki, Marian J. (1997) Przejęcie klientów [Stealing clients]. Telemarketing, April.	in Polish
Kostecki, Marian J. (1997) Kłęski żywiołowe i telemarketing [Calamities and telemarketing]. Telemarketing, April.	in Polish
Kostecki, Marian J. (1977) Jedni sprzedają - drudzy czekają [Some of them sell, some other - wait]. Telemarketing, April.	in Polish
Kostecki, Marian J. (1977) Telesprzedaż do firm budowlanych, budowlano-montażowych i biur projektów [Telesales to construction companies]. Telemarketing, April.	in Polish
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
Kostecki, Marian J. (1996) Telemarketing - grzeczność przez telefon, Moja Firma, No.8 (August), pp. 47-49	in Polish
Kostecki, Marian J. (1996) Rekrutacja przez telefon [Recruitment by phone]. Personel, nr 13 (16), lipiec.	in Polish