Zuzana Závadská is an associate professor of Economics and Management at the Faculty of Economics, Matej Bel University in Banska Bystrica, Slovakia. She focuses on Production management, Project management and Intelligent technologies. She is a co-author of international standard for process-based organization. She is also an external auditor (IRCA) according to the ISO 9001 and Project manager at Research Institute of Economics and Management.

### Qualification and Education

- 2018 – associate professor in Economics and Management, Matej Bel University in Banska Bystrica, Slovakia
- 2017 – external auditor for QMS (IRCA)
- 2013 – PhD. in Economics and Management, Matej Bel University in Banska Bystrica, Slovakia
- 1999 – Ing. (equivalent to MBA) in Industrial Engineering, Slovak University of Technology in Bratislava, Slovakia

### Employment | Service

- 2018 – present: associate professor in Economics and Management, Matej Bel University in Banska Bystrica, Slovakia
- 2013 - 2018: lecturer in Production management and Project management, Matej Bel University in Banska Bystrica, Slovak Republic
- 2010 – present: Project manager at Research Institute of Economics and Management.
- 2006 - 2010: Project manager at ZVA Consulting, Slovakia
- 2000 - 2002: VÚB, a.s., Commercial manager, Slovakia

### Research Interests

- Project management
- Production management
- Intelligent technologies
### Recent Publications

- **UTILIZATION OF SELECTED SMART DEVICES IN MANUFACTURING PROCESSES**  
  By: Zavadska, Zuzana; Syc, Marek; Korenkova, Veronika; et al.  
  Conference: Global Scientific Conference on Management and Economics in Manufacturing Location: Zvolen, SLOVAKIA  
  Date: OCT 05-06, 2017  
  Sponsor(s): Tech Univ Zvolene, Fac Wood Sci & Technol, Dept Business Econ; ZSVTS; Drevarska Fakulta; Wood Congress; Assoc Slovak Sci & Technol Soc  
  Pages: 302-308  
  Published: 2017

- **CONSISTENCY OF THE PERFORMANCE MANAGEMENT SYSTEM AND ITS QUANTIFICATION USING THE Z-MESOT FRAMEWORK**  
  By: Zavadsky, Jan; Zavadska, Zuzana; Veselovska, Lenka; et al.  
  Journal: INTERNATIONAL JOURNAL FOR QUALITY RESEARCH  
  Volume: 10  
  Issue: 4  
  Pages: 665-684  
  Published: 2016

- **ANALYSIS OF LINEAR PROGRAMMING UTILIZATION IN SLOVAK AND FOREIGN INDUSTRIAL PLANTS**  
  By: Veselovska, L.; Zavadsky, J.; Zavadska, Z.  
  Conference: International Conference on Engineering Science and Production Management (ESPM) Location: SLOVAKIA Date: APR 16-17, 2015  
  Pages: 565-570  
  Published: 2016

- **PERFORMANCE INDICATORS OF THE LOGISTIC PROCESSES AND ITS CONSISTENT DEFINITION IN THE SELECTED MANUFACTURING COMPANY**  
  By: Zavadska, Zuzana; Zavadsky, Jan; Veselovska, Lenka  
  Conference: Carpathian Logistics Congress (CLC) Location: Jesenik, CZECH REPUBLIC Date: NOV 04-06, 2015  
  Sponsor(s): TANGER Ltd; VSB Tech Univ; Tech Univ Kosice; AGH Univ Sci & Technol  
  Pages: 27-38  
  Published: 2016

- **HOW SLOVAK SMALL AND MEDIUM MANUFACTURING ENTERPRISES MAINTAIN QUALITY COSTS: AN EMPIRICAL STUDY AND PROPOSAL FOR A SUITABLE MODEL**  
  By: Satanova, Anna; Zavadsky, Jan; Sedliacikova, Mariana; et al.  
  Journal: TOTAL QUALITY MANAGEMENT & BUSINESS EXCELLENCE  
  Volume: 26  
  Issue: 11-12  
  Pages: 1146-1160  
  Published: DEC 2 2015

- **QUALITY COST MONITORING MODELS IN PRACTICE OF WOODWORKING COMPANY IN SLOVAKIA**  
  By: Sedliacikova, Mariana; Satanova, Anna; Zavadsky, Jan; et al.  
  Conference: 4th World Conference on Business, Economics and Management (WCBEM) Location: Ephesus, TURKEY Date: APR 30-MAY 02, 2015  
  Book Series: Procedia Economics and Finance  
  Volume: 26  
  Pages: 77-81  
  Published: 2015
• THE MEASUREMENT AND EVALUATION OF THE SERVICE QUALITY THROUGH CUSTOMERS 'SATISFACTION
By: Klementova, Jarmila; Zavadsky, Jan; Zavadska, Zuzana
Conference: 4th World Conference on Business, Economics and Management (WCBEM)
Location: Ephesus, TURKEY
Date: APR 30-MAY 02, 2015
4TH WORLD CONFERENCE ON BUSINESS, ECONOMICS AND MANAGEMENT (WCBEM-2015)
Book Series: Procedia Economics and Finance
Volume: 26 Pages: 126-130 Published: 2015

• PROCESS MODEL OF QUALITY COST MONITORING FOR SMALL AND MEDIUM WOOD-
PROCESSING ENTERPRISES
By: Jelacic, Denis; Satanova, Anna; Sedliacikova, Mariana; et al.
DRVNA INDUSTRIJA Volume: 66 Issue: 4 Pages: 329-338 Published: 2015

• QUALITATIVE INDICATORS OF COMPANY EMPLOYEE SATISFACTION AND THEIR
DEVELOPMENT IN A PARTICULAR PERIOD OF TIME
By: Hitka, Milos; Zavadska, Zuzana; Jelacic, Denis; et al.
DRVNA INDUSTRIJA Volume: 66 Issue: 3 Pages: 235-239 Published: 2015

• UTILISATION OF BUSINESS PROCESS MODELS IN MANAGERIAL PRACTICE: AN EMPIRICAL
STUDY IN SLOVAK COMPANIES CERTIFIED TO THE ISO 9001 STANDARD
By: Zavadsky, Jan; Zavadska, Zuzana
TOTAL QUALITY MANAGEMENT & BUSINESS EXCELLENCE Volume: 25 Issue: 3-4 Special Issue: SI Pages: 319-337 Published: FEB 10 2014