

Review

**Doctor of Economics, Professor, Professor of the Marketing and Logistics Department of Sumy National Agrarian University
Yuriy DANKO for the dissertation work of the postgraduate student of the Department of Management Huo Zhiping on the topic: "Management of human resource development in the context of population aging in China", submitted for the degree of Doctor of Philosophy in the field of knowledge 07-management and administration, specialty 073 - "Management."**

Relevance of the dissertation topic. Nowadays, the aging of population has become a major social problem facing the world, as well as a strategic issue concerning the economy, social development, and population policies of various countries. Since then, the management issue of increasing the competitiveness of the human resources of the elderly remains relevant. The problem is complicated by the lack of a comprehensive program for the development of human resources for the elderly at the state level. Since China has already been officially recognized as an aging nation since 2020, the 12th Five-Year Plan of the State Council of the People's Republic of China states that special attention will be paid to the development and increasing the competitiveness of elderly human resources in order to fully participate in economic and social life, which ensures positive impact on the quality of life of the population.

The dissertation study is devoted to the identification, based on literary sources and statistical data, of the state of educational training of the human resources of the elderly in China and the provision of proposals for planning the development of competitiveness and improving the quality of the human resources of the elderly through education. The main scientific result can be considered proving the impact of education for the elderly as an effective measure for planning the development of competitiveness and improving the quality of human resources of the elderly. This determines the high degree of relevance and timeliness of the topic of Huo Zhiping's dissertation.

Connection of work with scientific programs, plans, topics. The scientific research of the dissertation work was carried out in accordance with the thematic plan of research works of the Sumy National Agrarian University (Ukraine) within the framework of the theme "Development of management in the conditions of international integration processes" 2019-2023 (state registration number 0119U001336), within which the author investigated the main trends and evaluated foreign experience of personnel management of an educational institution.

The scientific novelty of the obtained results lies in the conceptual substantiation of the problem of forming a strategy for managing the development of human resources in the context of the aging of the nation in China in the conditions of globalization transformations, improving the theoretical and methodological apparatus for assessing the influence of socio-demographic factors on the dynamics of economic development.

The development of elderly human resources is of great significance for China to successfully cope with the impact of population aging and maintain the sustainable development of economy and society. This paper studies the development of human resources for the elderly in the context of population aging, focuses on the analysis of the reasons for the development of human resources for the elderly from multiple perspectives, and finally puts forward countermeasures and suggestions to solve the existing problems in the development of human resources for the elderly.

The work is devoted to the problem of deepening the theoretical foundations, improving methodological provisions and developing practical recommendations for the formation and improvement of the effectiveness of the human resources management strategy in the context of the aging of the nation in the conditions of globalization transformations in China.

The scientific and practical significance of the dissertation. The main goal of the study was to actualize public interest in this issue. Therefore, the practical significance of this research lies in the involvement of specialized experts from all

types of ministerium, in particular medical, social service providers in the development of a mechanism for implementing the best examples of world experience in geriatric support as a method of improving the standard of management human research development in the context of aging population in China.

The practical significance of the obtained results is not debatable. First, in the dissertation, the author directly developed proposals for improving strategies for the development of human resources in various provinces and regions of China, which have applied significance. The developed proposals can be used to improve the content of planning documents regarding the development of territories in the relevant organizations and institutions. In addition, proposals for justification and selection of priorities for the strategic development of territories lay the foundation for further improvement of management practices in authorities and non-governmental organizations, ensuring greater objectivity, flexibility and efficiency of the decision-making process.

The main results obtained personally by the author. The validity and reliability of the scientific statements, conclusions and recommendations formulated by the dissertation student in her work are beyond doubt and are confirmed by the following:

- the phd student conducted a proper analysis of the existing scientific output (foreign scientists and scientists of the PRC) in the researched field, highlighted existing inconsistencies of the accumulated experience and knowledge and problems of the practice of managing and promoting the development of human resources of the PRC;

- the obtained new results organically complement the existing scientific developments in this field;

- the materials and obtained results of the dissertation research were presented and discussed at international conferences and received a favorable assessment;

- the results obtained during the dissertation research and proposals for the improvement of existing scientific knowledge in the field of human resources development management were published in peer-reviewed scientific publications, including publications indexed by international databases Scopus and Web of Science.

At the dissertation student substantiated the relevance and choice of the research topic at a sufficient scientific level, determined the goal, task, object and subject. The choice of research methods used in the work is accompanied by proper reasoning. The goal set in the dissertation research - the development of theoretical and methodological principles and the formulation of practical recommendations to ensure effective management of the improvement of the quality of life of human resources in China - has been fully achieved.

Among the scientific results of the phd student, the conducted field research on human resources management in the context of the aging of the nation deserves special attention. Thus, approaches to the interpretation of the category of human resource development in the context of population aging in China were analyzed and summarized. Its author's definition is proposed as the specific ability of society to support and, using implicit and explicit compensators if necessary, to restore and improve its own structure in the context of social strata according to a number of significant parameters, in particular with regard to the level of economic activity, as well as educational, professional and competence training of the population, on the basis of which the proportions of the production of human intellectual and physical capital are optimized, the intensification and continuity of production is ensured, and the level of public welfare increases.

It has been proven that the priorities of the socio-economic policy of the development of human resources in the context of the aging of the nation should be: increasing the duration and quality of life; formation of a strategic concept of human resources development in the context of the aging of the nation in China; ensuring equal rights and opportunities of the elderly in the formation of production potential.

It was stated that the intensification of the processes of economic growth requires improvement of the mechanism and analytical tools for assessing the impact of demographic factors on the dynamics of the country's development using econometric methods. Demographic forecasting and modeling, in particular the processes of population aging, is important, thanks to which it is possible to formulate effective strategies for socio-demographic development, ensure income guarantees for people of different age categories, improve the state of health and increase the well-being of all citizens. It was determined that the priority is to involve the elderly in full-fledged economic reproduction through the intensification of the accumulation of human (intellectual) capital and the rationalization of the structure of expenses for social support of the elderly and investments in socio-economic development.

The conclusions and results obtained during the research provided an opportunity to verify the hypotheses laid in its basis, and their complex generalization, in turn, provides options for making a number of proposals that have not only theoretical, but also practical value. The practical significance of the obtained results lies in the deepening and systematization of the theoretical achievements of economic science devoted to the topic of management of human resources development in the context of aging population in China. The theoretical propositions proposed in the work can be used for further theoretical and empirical research related to aging processes. The results can be applied in the management activities of ministries and departments, local self-government bodies, which take care of regulation of social relations in society, development and implementation of social policy. The conclusions and other materials of the study should be applied in the development of the activities of gerontological centers, universities of the third age, etc.

During a detailed review of the text of the dissertation, scientific works of the applicant, study of the report on the results of a plagiarism check (Strike plagiarism program), no grounds for doubting the academic integrity and level of scientific training of the applicant were established. The text of the dissertation is consistent

with the scientific works of the phd student, which have undergone a double-blind review, which is also a confirmation of the absence of signs of falsification of the research results.

The dissertation work of Huo Zhiping on the topic: "Management of human resources development in the context of aging population in China" is the result of the applicant's independent research and does not contain elements of plagiarism and borrowing in accordance with the resolution of the CMU dated 12.01.2022 No. 44, paragraph 9. The used ideas, results and texts of other authors have a link to the corresponding source.

Number of scientific publications. The main scientific provisions and results of research on the topic of the dissertation were published in 8 scientific works, including: 3 articles in specialized scientific publications of Ukraine, all included in international scientometric databases; 2 articles were published in scientific periodicals of the Organization for Economic Cooperation and Development, which are included in the Scopus scientific-metric database; 3 theses in materials of scientific conferences. The total volume of publications is 2.23 sheets, of which 1.25 sheets. belongs to the author personally.

List of publications:

a. Publications highlighting the main scientific results of the dissertation:

1. Yin, H., Huo, Zh., Klietsova, N., Li, Z., & Zhang, Y. (2021). Innovations in Human Resource Management: Willingness and Ability of Long-Term Care Insurance. *Marketing and Management of Innovations*, 1, 261- 277. <http://doi.org/10.21272/mmi.2021.2-22> (SCOPUS)
2. Mykhailov A., Mykhailova L., Kyrychenko T., Yin H., Huo Zh. (2020). Innovative approaches in the management of human capital development in the context of rural population's life quality improvement. *International Journal for Quality Research*, 14(4):1291-1302 DOI: 10.24874/IJQR14.04-20 (SCOPUS)
3. Yin, H., Huo, Zh., & Yan, X. (2019). Theoretical review of long-term care insurance. *Modern engineering and innovative technologies*, 8, 11–18.

4. Huo Zh., Yin H., Mykhailov A. (2019). Institutional changes of social sector: experiences of the United States and Japan for the development of China's elderly education system, *Вісник Сумського державного університету, Секція «Економіка»*, DOI: [10.21272/1817-9215.2019.1-13](https://doi.org/10.21272/1817-9215.2019.1-13)

b. Publications confirming the approval of the dissertation results:

5. Huo, Z.P., Yin, H.Y. (2019) Research on the development of human resources in China in the context of population aging. Інноваційні процеси економічного та соціально-культурного розвитку: вітчизняний та зарубіжний досвід (Тези доповідей XII Міжнародної науково-практичної конференції молодих учених та аспірантів), Тернопіль, с.222-225.

6. Mykhailov A., Yin H., Huo Zh. (2019). Japan's long-term care insurance and its enlightenment to China, Матеріали III Міжнародної науково-практичної конференції «Менеджмент» ПДАА, с.419-420

7. Huo Zh., Yin H., Yan X. (2020). Effective team management strategy based on telecommuting. *Сучасний менеджмент: тенденції, проблеми та перспективи розвитку*: V Міжнародна науково-практична конференція молодих вчених і студентів: тези доповідей, Дніпро, 23 квітня 2020 р. [Електронний ресурс]. – Дніпро: Університет імені Альфреда Нобеля, с.82-83.

c. Publications, to additionally certify the results of the dissertation research.

8. Huo, Zh., Yin, H., Mykhailov, A., Yan, X., Markina, I., & Aranchii, V. (2019). Analysis on the current situation and countermeasures of the development of the elderly human resources in China. Collective monograph «*Management of the 21st century: globalization challenges*» Prague, Czech Republic. P.212-222

Remarks and wishes for the content. From the text of the dissertation submitted for review, a conclusion can be drawn about the scientific maturity of the dissertation student: her ability to see current problems in the field and her willingness to solve them at a sufficiently high scientific level. In general, Huo Zhiping's dissertation is a complete independent study in its content and form.

Positively assessing the scientific and practical significance of the dissertation work, I consider it necessary to point out a number of debatable provisions:

- evaluating the author's contribution to theoretical knowledge in the field of managing the development of human resources in the context of the aging of the nation, it would be appropriate to take a deeper look at such a category of concepts as "human resources of the elderly", "management of human resources of the elderly";

- in view of the topic of scientific research, it would be more expedient to emphasize attention in the theoretical section and to describe in more detail the implementation of management functions in the project part, in particular planning, organization, motivation, control in the context of managing the development of human resources of the elderly in China;

- in subchapter 2.2., speaking about the international experience of managing the development of human resources of the elderly, the author defines access to universities of the third age as one of the criteria for the development of the standard of living, which is quite popular in the countries of Western Europe. However, it should be analyzed how this type of development can be used in modern Chinese realities;

- to illustrate the problems of implementing the human resources development strategy in the context of the aging of the nation in the PRC (subchapter 3.2), it would be possible to provide certain statistical data or the results of expert assessments;

- when formulating proposals for strategies and measures for managing the development of human resources of the elderly in the People's Republic of China (subchapter 3.3), it would be appropriate to use visualization tools - drawings, diagrams - to visualize the formulated provisions;

- finally, I would like to find more reflection on the promotion of the educational services of universities of the third age in China as one of the methods of managing the development of human resources of the elderly, taking into account the peculiarities of local social security.

However, the indicated comments and wishes do not fundamentally affect the overall positive assessment of the dissertation work, are not fundamental and do not reduce its rather high overall assessment.

Correspondence of the dissertation to the specialty and profile of the council. Dissertation work "Management of human resources development in the context of aging population in China", which was submitted for defense to the specialized academic council for obtaining the degree of Doctor of Philosophy in the field of knowledge 07 Management and administration in the specialty 073 Management according to its relevance, scientific and theoretical level, the main results of validity, the main provisions and results published in professional publications, the novelty of the formulation and the practical significance meet the requirements of the order of the Ministry of Education and Culture of Ukraine № 40 of January 12, 2017 "On approval of requirements for the preparation of a dissertation" and the Resolution of the Cabinet of Ministers of Ukraine of January 12, 2022. № 44 "On the approval of the Procedure for awarding the degree of Doctor of Philosophy and the cancellation of the decision of the one-time specialized academic council of the institution of higher education, scientific institution on awarding the degree of Doctor of Philosophy" with changes introduced in accordance with Resolution of the Cabinet of Ministers № 341 dated 03.21.2022. The content of the dissertation corresponds to the passport of the specialty.

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