

**Response**  
**official opponent**  
**Doctor of Economics, professor, professor of the department of enterprise**  
**economics, Taras Shevchenko National University of Kyiv**  
**Larysa SHAULSKA**  
**for Zhao Hejun dissertation on the topic:**  
**« Innovative system for personnel management in Chinese**  
**vocational education institutions»,**  
**presented for obtaining the scientific degree of Doctor of Philosophy in the**  
**specialty 073 – Management**

**1. Relevance of the topic of the dissertation.** Chinese current GDP continues to rank second in the world, and the significant role of vocational education in promoting economic development is evident. The dissertation focuses on the research of the innovation system of personnel management in Chinese vocational education institutions. The main purpose is to systematically innovate the personnel management of Chinese vocational education institutions, propose practical and feasible solutions to solve the problems existing in the current management system, assist in the better development of vocational education in China, and thus promote the prosperity and sustained growth of the social economy. The dissertation conducts a detailed study on the theories and principles of modern vocational education personnel management, draws on the experience of developed countries in vocational education management, and combines with the current situation of personnel management in China's vocational education institutions. It constructs strategies for the innovation system of personnel management in China's vocational education institutions and proposes feasible solutions, thereby enhancing the overall strength and level of national vocational education and better serving the country's economic construction and development. Zhao Hejun's dissertation work has relevance and timeliness, aiming to improve theoretical and methodological innovation, and provide practical suggestions for personnel management in vocational education institutions in China that can be used for reference.

**2. Connection of work with scientific programs, topics, plans.** The dissertation was carried out following the directions of research work of the Department of

Management named after professor L. I. Mykhailova of the Sumy National Agrarian University: «Development of management in the context of international integration processes» 2019-2023 (state registration number 0119U001336), in which the author evaluated the foreign experience of personnel management of the vocational educational institution and examined the main development trends.

**3. The degree of validity of the scientific statements, conclusions and recommendations formulated in the dissertation, their reliability and novelty.** The scientific results obtained are based on theoretical and empirical research and are reliable. Goal setting can correspond to research topics, research objects and themes, as well as scientific and methodological requirements.

The methodological foundation of this article is a dialectical understanding of management phenomena and processes, and a systematic study of the scientific works of renowned personnel management scientists both domestically and internationally has been conducted, which is closely related to the theme of this article. This study utilized scientific methods and theories to obtain scientific strategies, conclusions, and recommendations. During the research process, the author applied a wide range of general scientific methods and special research methods. Through research on a large number of relevant Chinese laws and regulations, scientific literature, and personnel management characteristics of vocational education institutions from different economic development regions, combined with central and local vocational education data, regulatory information, internet resources, and other sources of statistical data, the scientific results have been confirmed. The analysis of the content of the dissertation indicates that this study has systematically solved specific problems and achieved the predetermined goals.

The presented scientific provisions, conclusions, and proposals set out in the dissertation are scientifically substantiated from the theoretical and methodological point of view and are reliable, based on modern and classical management theories, and research of domestic and foreign scientists. The scientific provisions developed by the author are confirmed by the experience of ensuring the efficiency of personnel

management of educational institutions.

In the work, the object, subject, and purpose have a logical relationship. The object of the study is the personnel management processes of vocational educational institutions in China. The subject of the study is theoretical, methodological, and practical bases approaches and scientific and applied aspects of personnel management of vocational educational institutions in the conditions of modern vocational education reform.

The dissertation research is an independent scientific work of the author. The scientific results, conclusions, and proposals submitted for defense were received by the author personally.

The dissertation presented by Zhao Hejun is structured in a logical way. The content fully reveals the topic of scientific research. The applicant presented the material competently, and logically, using the modern English language and style. The content of the dissertation corresponds to its essence. There is a proper relationship between the sections and subsections of the work, all sections contain figures and tables. References to information resources are correct. The results presented in the work are confirmed by certificates of implementation. Conclusions to the sections of the dissertation and general conclusions are logical and confirmed by the results of testing at international and all-Ukrainian scientific and practical conferences, publications in scientific professional editions of Ukraine, and international journals indexed in the scientific and metric database Scopus and Web of Science.

All of the above allows us to state the sufficiency of the validity and reliability of the main provisions, conclusions, and recommendations of the dissertation.

**Scientific novelty of the obtained results.** A structural model has been established for the ability of managers in vocational education institutions to achieve more targeted innovative management. This model analyzed 17 aspects of abilities and formed 6 different levels of abilities in different dimensions. Unlike the existing model, this model not only defines basic abilities, but also excellent management abilities to achieve high-level management capabilities for sustainable development of vocational

education, thereby achieving higher quality operation and development of vocational education institutions.

A hierarchical structure model based on Analytic Hierarchy Process (AHP) has been established. By comparing the calculation of judgment matrices and consistency testing of hierarchical sequences, scientific indicator weights have been determined, and innovative evaluation methods for the level of teacher team construction in vocational education institutions have been innovated.

Starting from the theoretical concepts and methodology of development, the personnel management strategy of Chinese vocational education institutions has been innovated, promoting the strategic realization of promoting economic and industrial development and maintaining economic growth through vocational education in China.

Based on the competency structure model of vocational education institution managers, a competency survey questionnaire was developed for six different dimensions of vocational education institution managers. The questionnaire proposed improvement strategies for the existing problems, promoting the further development of vocational education.

Improve the strategy of personnel management innovation system in vocational education institutions, classify and implement policies based on the differences in industrial characteristics, economic structure, and regional characteristics in different regions, and innovate the current economic development strategy.

Summarized and analyzed the management concepts and lack of innovation of management personnel in Chinese vocational education institutions. Based on the development trend of vocational education, strategies have been proposed to improve the abilities and qualities of vocational education management personnel.

In response to the shortcomings of the current personnel management information system in Chinese vocational education institutions, a new concept of personnel management in vocational education institutions based on modern information technology is proposed, providing a basis for building a more advanced and efficient personnel management system in vocational education (3.3, P.203-220).

The innovation of personnel management system in Chinese vocational education institutions will be conducive to breaking through the limitations of slow economic growth, enhancing the driving role of vocational education in economic and social development, and bringing strong innovation impetus to China's economic development. This is a useful reference and suggestion for promoting the further development of the Chinese economy.

**4. Significance of research results for science and practice**The scientific significance of the dissertation of Zhao Hejun is to obtain a new solution to the scientific problem, to identify and substantiate new theoretical and methodological foundations, as well as to develop practical proposals for the development of personnel management of vocational educational institutions. The degree of practical implementation of the results of the dissertation work is confirmed by the relevant documents.

The results of the dissertation research, conclusions, and recommendations contained in the work are endorsed and implemented. The main provisions of the dissertation, namely the strategy development and practical recommendations are used by the heads of vocational educational administrative departments and institutions during the improvement of personnel management.

**5. Completeness of presentation of the dissertation material in scientific publications.**

The scientific provisions of the dissertation were published by the author in 13 scientific works, among them, there are 7 scientific works reflecting the main scientific achievements of the paper, 5 scientific works proving the approval of the paper materials, and 1 additional publication reflecting the scientific achievements of the paper. Among them, 2 are published in the scientific journal Scopus, and the number of publications is sufficient for the dissertation to be submitted for defense.

The main terms and results of the dissertation research are disclosed by the author at conferences and seminars, among which the most important are 6th International Scientific Conference on Knowledge based Sustainable Development ERAZ 2020 (May

21, 2020, Belgrade), All-Ukrainian Scientific Conference of Students and Postgraduate Students (Sumy, Ukraine, November 14, 2022), Sustainable Development in Wartime Ukraine and the World: Multidisciplinary Conference for Young Researchers (November 25, 2022, Prague), the VII International Scientific and Practical Conference "Modern Management: Trends, Problems and Development Prospects" (Dnipro, Ukraine, April 14, 2021), the XIX International Scientific and Practical Conference "Problems of Enterprise Management in modern conditions" (Kyiv, Ukraine, April 18-19, 2023).

The research results of this study have scientific novelty, which deepens the theory of personnel management in Chinese vocational education institutions and proposes scientific strategies and suggestions for the innovation of personnel management systems in Chinese vocational education institutions. The nature of publications and the content of scientific works meet the current requirements of the Ministry of Education and Science of Ukraine regarding the publication of the results of dissertations.

#### **6. The degree of validity of scientific provisions.**

The dissertation is characterized by a clear adherence to the structural and logical scheme of the research, the correspondence of the scientific results and the provisions issued for the protection of scientific novelty to the set goal and the specific task of the research. The dissertation student used a sufficient number of information sources from open databases, regulatory and legal literature, statistical and analytical materials. The research results and the author's recommendations have been approved during the work of international conferences, as well as published in scientific publications, including publications indexed by Scopus and Web of Science. The above is evidence of a sufficient level of validity and reliability of the results of scientific research, conclusions and proposals.

#### **7. The structure and content of the dissertation, its completeness and compliance with the established requirements for design.**

The dissertation is a complete scientific work. It contains a complete and

compliant structure: abstract, introduction, three sections, conclusions, list of references, and appendices. The work laid out on 206 pages of the main text, includes 15 tables and 46 figures. The list of used literary sources contains 164 items on 18 pages. The dissertation uses structured tables, diverse figures, and graphical explanations to give a comprehensive view of the study as a well-structured and logical scientific work.

The first section discusses the theory and methodological principles of modern vocational education personnel management, analyzes the overall direction and characteristics of the development of vocational education institutions under market conditions, and demonstrates the experience of foreign vocational education systems, educational ideas, and educational systems. It proposes innovative methods for evaluating the construction level of China's vocational education teacher team, And a hierarchical structure model using Analytic Hierarchy Process was used to construct an indicator system and assign weights.

The second section analyzes the current practice status of personnel management in vocational education in China, summarizes the main problems in personnel management in vocational education institutions in China, and analyzes its development trend. On the basis of summarizing the connection between vocational education and economic development in China, clarifying the economic effects of vocational education and the interactive development between the two, the strategy of adapting vocational education to social and economic development in China is proposed. Based on the competency model of vocational education institution managers and the issues found in the survey, strategies for improving the competency of vocational education institution managers are proposed.

On the basis of drawing on foreign experience, the third section first clarifies the transformation path of the personnel management system in Chinese vocational education institutions, and then proposes strategies for the innovation system of personnel management in Chinese vocational education institutions. At the same time, the innovation of China's vocational education supervision methods under the

sustainable development strategy of the national economy was discussed, and the important role and practical significance of establishing a personnel management system for vocational education institutions based on modern information technology and innovative methods were pointed out.

The conclusions drawn by the author based on the results of the study are meaningful and reveal the results of the tasks of the study.

In general, it can be stated that the presented dissertation is complete and original, contains valuable scientific provisions of theoretical and applied nature, and practical proposals are brought to the level of practical use.

#### **8. Discussion comments on the content of the dissertation.**

Although the reading of the dissertation and the author's publication left a very good impression, it is important to note that there are still some shortcomings in the dissertation:

1. Under market conditions, China pays more attention to the development of vocational education institutions based on connotation, adheres to quality construction as the center, and constructs a new pattern of sustainable modern vocational education system, presenting a new trend of cluster development. Here, it is necessary to further clarify the specific content of connotation based development.

2. In accordance with the national requirements for the reform and development of vocational education institutions, personnel management in Chinese vocational education institutions provides various political, professional and ethical training to the staff of the institutions, continuously improving their work level and ability. By designing a scientific and reasonable performance evaluation system, an evaluation system for assessment and evaluation is established to enable personnel with equal work attributes to participate in the work, To achieve good competition. However, it is necessary to point out detailed measures to improve work skills and abilities.

3. The development of vocational education in China has achieved a high degree of coupling between education and human capital investment. Vocational education continuously transports high-quality technical and skilled talents to corresponding



regions, gradually becoming an important factor in promoting economic development, ensuring the effective implementation of economic development strategies, promoting the continuous improvement of China's soft environment for economic development, accelerating the optimization and upgrading of China's industrial structure, achieving rapid transformation driven by innovation, and providing strong support for the country's poverty alleviation and assistance projects. Here, it is necessary to further clarify the coupling method between vocational education and human capital investment, so that readers can have a clearer understanding of the specific contribution of vocational education to human resource construction.

4. Figure 3.3 shows the Innovation model of personnel management system based on improving service level. It would be appropriate to describe how it will work both in theory and in practice

5. The localization approach is essential when innovating the personnel management system in vocational education institutions in China. It ensures that the innovation aligns with the unique characteristics of various industries, economies, and regions. In this context, the author explores three distinct strategies for innovating personnel management systems, taking into account strategic human resource management, enhanced service levels, and the implementation of excellent performance management models. It is crucial to further examine the practical implications that these three modes of innovation can yield.

However, please note that the comments I have listed only reflect a scientific stance and do not affect the overall positive evaluation of the dissertation work.

#### **9. Conclusion on compliance of the dissertation with the requirements of the Ministry of Education and Culture of Ukraine.**

Zhao Hejun's dissertation work is a complete scientific research conducted around relevant themes, fully demonstrating the proposed new solutions to the scientific issues involved in the research process. The dissertation improves the theoretical and methodological principles of personnel management innovation in Chinese vocational education institutions, and proposes relevant practical and feasible suggestions based

on these discussions. The scientific achievements in the dissertation correspond to the speciality 073 «Management», for which the work is submitted for defence. The scientific significance of the results is undoubted and sufficient to recognize the completion of the research by all qualifying signs.

Zhao Hejun's dissertation on the topic «Innovative System for Personnel Management in Chinese Vocational Education Institutions», 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, specialty - 073 Management. According to its relevance, scientific-theoretical level, main results of justification, main provisions and results published in professional publications, novelty of the production and practical significance, it meets the requirements of the order of the Ministry of Education and Science of Ukraine № 40 from 12.01. 2017 «On approval of requirements for the preparation of a dissertation» and Resolution of the Cabinet of Ministers of Ukraine dated from 12.01. 2022 № 44 «On approval of the Procedure for awarding the degree of Doctor of Philosophy and cancellation of the decision of the one-time specialized academic council of a higher education institution, scientific institution on awarding the degree of Doctor of Philosophy» with changes introduced in accordance with Resolution of the Cabinet of Ministers № 341 from 21.03. 2022. The content of the dissertation corresponds to the passport of the specialty.

Official opponent:

Doctor of Economics, professor,  
professor of the department of enterprise economics,  
Taras Shevchenko National University of Kyiv

  
Larysa SHAULSKA

