

## **REVIEW**

### **of the official opponent**

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*for the dissertation work of a graduate student of the Department of Management named after L.I. Mikhailova Mao Rong on the topic «Management of Socio-economic Development of the Enterprises' Personnel», submitted to obtaining the degree of Doctor of Philosophy in the field of knowledge*

*07 - Management and administration*

*in specialty 073 – «Management»*

**1. Relevance of the topic of the dissertation.** The rapid development of China as a new global power is gradually turning into one of the leading trends in the modern development of the world economy. The basic condition for the development of the economy, a new quality of economic growth, is the multiplication of human capital, which processes are closely connected with economic and innovative processes in society, and the results of which cause changes in the social sphere of the country. Highly educated, creatively realized employees are the source of new developments, inventions, and other objects of intellectual property.

To find out these problems and put forward effective solutions, so as to promote the innovation and development of human resource management in the new economic development period and the development of new technology are the main tasks for today. Through the analysis and research of the current situation of the social-economic development management level of Chinese enterprise personnel, the basic rules of the conceptual model of enterprise personnel development management and the theories and methods of systematic management are put forward, so as to form a sound social-economic development management system of enterprise personnel, to improve the management level of the enterprise and economic benefits. These are the questions raised in the dissertation. These reinforce the relevance and timeliness of the research topic.

**2. Connection of work with scientific programs, topics, plans.** The dissertation was carried out in accordance with the directions of research work of the Department of Management named after prof. L. Mykhailova of Sumy National Agrarian University: «Development of management in the context of international integration processes» 2019-2023 (state registration number 0119U001336), within by the author was carried out the topic of Management of socio-economic development of the personnel of enterprises in China.

**3. Scientific novelty of the obtained results.** The scientific novelty of the obtained results lies in the deepening of existing theoretical provisions and the development of scientific-practical and methodical recommendations for management of socio-economic development of the enterprises' personnel.

The author confirms the relevance and choice of the research topic at a sufficient scientific level, and identifies the research objectives, tasks, objects and subjects. The research methods used in the work are accompanied by appropriate reasoning. The goal of this paper is to find out the weak link of the management of social-economic development of enterprise personnel through research.

Deserves attention a conceptual model of enterprise talent development management is proposed for the first time, a process that includes three subsystems of human, professional and sustainable (and social) development, forming the theory and method mechanism of systematic management, effectively promoting the innovation and benign development of human resource management in the new technology era, so as to promote the development of enterprise talent and effective strategic management.

The scientific regulations, conclusions, and suggestions proposed in this dissertation are based on classical and modern management theories, as well as research by domestic and foreign scientists. From the perspective of theory and methods, they are scientifically reasonable and reliable.

The improved theoretical and methodological mechanism of personnel management acquires a scientific appearance. The functioning of this mechanism is provided: informational, legal, financial, scientific-methodical, technical. Thus, the

management mechanism is a system of management bodies, means and methods aimed at meeting the enterprise's need for labor in the required quantity, quality and at a certain time.

Scientifically correlates the element of scientific novelty that has gained further development, in particular «talent» is defined as an employee who occupies a strategic workplace at the moment and (or) will be able to occupy it in the future. Such a way of setting tasks in combination with a built-in management model of talented employees effectively stimulates them with the company's achievement of maximum results. Note that the conducted research and calculations confirm the significance the above.

**4. Scientific and practical significance.** The practical significance of the results is that the innovative methods of personnel management in China's social-economic development are explored, the methods of systematic management of enterprise personnel's social-economic development are perfected, and management system model of enterprise personnel's social-economic development is constructed. From a scientific and practical point of view, the managers of enterprises investigate the development of various components of personnel management efficiency. The methods and strategies of social-economic development management of Chinese enterprises personnel are innovated. In general, this paper puts forward a set of innovative conclusions scientifically and reasonably, which is very conducive to solving scientific problems in the management of social-economic development of enterprise personnel, and provides references and strategic suggestions for Chinese enterprise management.

**5. Completeness of presentation of the dissertation material in scientific publications.** Scientific provisions, recommendations, conclusions of the dissertation covered by Mao Rong in 16 scientific papers: (11 conference papers, 1 articles published in journals indexed in Scopus, 4 article in journals included in the list of scientific professional publications of Ukraine assigned category «B»).

**Scientific works reflecting the main scientific results of the dissertation:**

Publications in journals included in Scopus/Web of Science scientometric databases:

1. Pasko, O., Chen, F., Proskurina, N., Mao, R., Gryn, V., & Pushkar, I. (2021). Are corporate social responsibility active firms less involved in earnings management? Empirical evidence from China. *Business: Theory and Practice*, 22(2), 504-516. <https://doi.org/10.3846/btp.2021.14940>

Publications in professional journals included in category "B":

2. Kharchenko T., R. Mao, F. Li (2021). Improving of risk management at the enterprises. *Internauka: "Economic Sciences"*. Vol. 6, p. 9-14. <https://doi.org/10.25313/2520-2294-2021-6-7375>

3. Kharchenko T., Mao Rong, Mykhailyk R. (2021). Personnel management in the condition of social responsibility of the enterprise. *Economy and Society*, 32. <https://doi.org/10.32782/2524-0072/2021-32-13>

4. Mao, Rong, and Kharchenko, Tetyana M. (2023). Personnel Development Management in the Future Competition of Enterprises. *Business Inform*, 4, 197–202. <https://doi.org/10.32983/2222-4459-2023-4-197-202>

5. Kharchenko, T., & Rong, M. (2023). Talent Motivation As A Method Of Socio-Economic Development Of Personnel Management. *Economy and Society*, 52. <https://doi.org/10.32782/2524-0072/2023-52-95>

**Scientific works certifying the approval of the dissertation materials:**

6. Rong, Mao (2020). Problems and Countermeasures of Staff Management in Small and Micro Enterprises in China Under the new Crown Pneumonia. *Сучасні стратегії економічного розвитку: наука, інновації та бізнес-освіта: Матеріали I Міжнародної науково-практичної конференції (м. Харків, 3 листопада 2020 р.). / За заг. ред. Т. В. Полозової [та ін.]*. Харків. ХНУРЕ, 375-379.

7. Rong, Mao (2020). Strategic Talent Management of Enterprises in the new Era Take Huawei of China as an Example. *П'ятдесяті економіко-правові*

дискусії: матеріали міжнародної науково-практичної інтернет-конференції. (м. Львів, 25 вересня 2020 р.), Львів, 25-26.

8. Mao Rong, Kharchenko Tetyana (2020). Research On The Trend Of Modern Management Mode Of Multinational Corporations. *Сучасні наукові підходи до модернізації економіки та фінансової системи країни: матеріали доповідей Міжнародної науково-практичної конференції (м. Ужгород, 17 жовтня 2020 р.)* / За заг. ред.: М. М. Палінчак, В. П. Приходько, В. В. Химинець та ін. Ужгород. 161-162.

9. Kharchenko T.M., Mao Rong (2021). Soft Skills in management activities. *Сучасний менеджмент: тенденції, проблеми та перспективи розвитку: VII Міжнародна науково-практична конференція молодих вчених і студентів: тези доповідей (м. Дніпро, 14 квітня 2021 р.) [Електронний ресурс]*. Дніпро: Університет імені Альфреда Нобеля, 183-184.

10. Mao Rong (2021). Intelligent Human Resource Management In The Future Competition Of Enterprises. *Матеріали VII Міжнародної науково-практичної конференції «Формування механізму зміцнення конкурентних позицій національних економічних систем у глобальному, регіональному та локальному вимірах»: зб. тез доповідей, (м. Тернопіль 05 листопада 2021 р.)* / за заг. ред. О.В. Панухник. Тернопіль : ФОП Паляниця В.А., 163-165.

11. Kharchenko T., Mao Rong (2021). Innovative Thinking Of Human Resource Management. *Modernization Of Economy: Current Realities, Forecast Scenarios And Development Prospects III International scientific-practical conference.* (Kherson, 28-29th of April 2021). Kherson. 235-237.

12. Mao Rong, (2022). Current Situation And Innovation Way Of Enterprise Human Resources Development And Management In The Era Of Knowledge Economy. *Менеджмент XXI століття: глобалізаційні виклики : матеріали VI Міжнародної науково-практичної конференції, (м. Полтава, 19 травня 2022 р.)*. Полтава : ПДАУ, 514-516.

13. Zhuoran Li, Rong Mao, Tian Xu (2022). Research on the optimization of agricultural economic management in the context of characteristic agriculture.

[https://scholar.cnki.net/zn/Detail/index/GARJ2021\\_3/SJUU5A390153315A88788209EA200BA5F757](https://scholar.cnki.net/zn/Detail/index/GARJ2021_3/SJUU5A390153315A88788209EA200BA5F757)

14. Rong Mao, Tian Xu, Zhuoran Li (2022). Enterprise human resource management innovation. *Learning & Education* (ISSN2251-2802)2022.02. [https://scholar.cnki.net/zn/Detail/index/GARJ2021\\_3/SJUU960B130F686A38D1023B9777517200B9](https://scholar.cnki.net/zn/Detail/index/GARJ2021_3/SJUU960B130F686A38D1023B9777517200B9)

15. Tian Xu, Zhuoran Li, Rong Mao (2022). Analysis on the ideas and methods of enterprise innovation management. *Learning & Education* (ISSN2251-2802)2022.03.

<https://scholar.cnki.net/home/search?region=journal&val=SJUU242484280006&q=Analysis%20on%20the%20ideas%20and%20methods%20of%20enterprise%20innovation%20management>

16. Rong Mao (2023). Current State of Social and Economic Human Resource Development in China. *Матеріали НПК викладачів, аспірантів та студентів Сумського НАУ* (м. Суми, 25-28 квітня 2023 р.), Суми. 419.

**6. The degree of validity of scientific provisions.** The scientific propositions, conclusions and recommendations developed by the author and presented in the dissertation have a high level of validity. The author processed a significant number of literary sources, qualitatively analyzed normative provisions and international experience of managing the socio-economic development of personnel. When researching issues arising from the topic of the dissertation, in each specific case, the author critically interprets the achievements of scientists, necessarily expressing his opinion, which testifies to the high scientific culture of the acquirer. The recommendations made in the dissertation are logical and are the result of a comprehensive and objective analysis of the studied phenomena, carried out with the help of modern scientific tools. In the process of research, general scientific and special techniques and methods of cognition were applied. Their use allowed the dissertation student to comprehensively scientifically substantiate the theoretical,

methodological and practical aspects of managing the socio-economic development of enterprise personnel.

The analysis of the manuscript provides grounds for the conclusion that the scientific provisions and recommendations are well-founded and reliable.

**7. The structure and content of the dissertation, its completeness and compliance with the established requirements for design.** The work consists of an introduction, three chapters, conclusions and references, laid out on 180 pages of the main text, includes 34 tables, 31 figures. The list of used literary sources contains 168 items on 22 pages.

In the first section of the dissertation, the author analyses and summarizes the theoretical and methodological basis of social-economic development management of enterprise personnel by comparing the theoretical research of Chinese and foreign scholars. The author emphasizes attention that personnel development is a basic part of the entire personnel management process, which is inseparable from organizational development and the formation of employees' career. Enterprises should pay attention to the talent advantages of employees, fully identify and tap the value of employees, and increase the duration of the "most effective use" period of employees; Through the implementation of systematic training and appropriate incentives for enterprise employees can effectively improve the work efficiency of employees and realize the value-added of enterprise benefits. At the same time, the author summarizes the main factors, principles and standards that affect the development of talents in modern enterprises. By comparing the economic development models of China with those of the United States, Japan, France and other countries, the author discusses the characteristics of China's methods of managing social-economic personnel in enterprise development and the development model of personnel management.

In the second section of the dissertation, summed up the enterprise social-economic management status, personal development status. The author analyzes China's economic, technological and innovative development, which is due to the correct and flexible response of national policies to risks and challenges. The situation of China's social-economic development is deeply analyzed, and points out

that China still has problems such as large population base, obvious regional differentiation of economic development, and serious aging of population. These social-economic development factors will inevitably affect the social-economic development management of Chinese enterprises. The general characteristics of the management of socio-economic development of enterprises in combination with the comprehensive management standards of securities companies and the advanced experience and practice of Goldman Sachs in risk management are analyzed. Suggestions are also made for Chinese enterprises to improve their ability to manage risks. The author emphasizes that information technology, knowledge compound talents are the core competitiveness, and enterprises must pay attention to the social-economic development management of enterprise personnel in order to improve work efficiency, technological innovation and development.

In the third section of the dissertation, the author puts forward that the main reason for the lack of talents in enterprises is the lack of comprehensive system to motivate and develop talents from the aspects of capital, material and management. Employees should be motivated using the best HR methods for both material and non-material incentives. It has been proven, personnel management mechanism is a series of relations, connections, forms and methods that affect the process of personnel management and its generation, distribution and use. Its normal operation is guaranteed by subsystems such as information, law, finance, scientific method and technology. Suggestions to strengthen human resource management in order to provide theoretical guidance for the good development of human resource management at enterprises are put. These are application of new technologies: effective application of big data technology, application of modern office technology; recommendations for innovative management, team building, development of employee-consumer value models, scientific management and employee motivation. However, the imperfection, uncertainty and over application of new technologies also pose challenges. Talent incentive is an effective talent management method for social-economic development. Material incentive helps to enhance employees' work enthusiasm in the short term, while intangible incentive can maximize and realize

their labor potential and encourage employees to achieve better results in the long term. Starting from the demand of constructing a Chinese enterprise employee motivation system with mixed motivation, the author analyzes its feasibility, system function and management process from both material and non-material aspects, and demonstrates the demand of constructing a modern enterprise employee motivation system.

The conclusions to the dissertation summarizes the contents of the research, builds a modern enterprise employee incentive system model, demonstrates the necessity of forming a social-economic development management system for Chinese enterprises, and provides a reference for enterprises.

**8. Discussion clauses and remarks to the dissertation.** During the review of the work, some issues of a debatable nature, comments and suggestions arose:

1. In chapter 1.1, it would be advisable to consider practical approaches to managing the socio-economic development of personnel at Ukrainian enterprises by comparative method.

2. In subsection 1.3. (p. 63), it would be worth to consider the impact of artificial intelligence on the professions of the future in China, which means the author's own vision of the future reflection in the education system and further employment of specialists.

3. In subsection 1.3, the styles of personnel development management are discussed, but it would be more relevant to pay more attention to the impact of socio-capitalism as a form of public governance in China on the socioeconomic development of enterprise' personnel.

4. In subsection 3.1. (page 133), it would be advisable to develop and expand of innovative methods of talent recruitment.

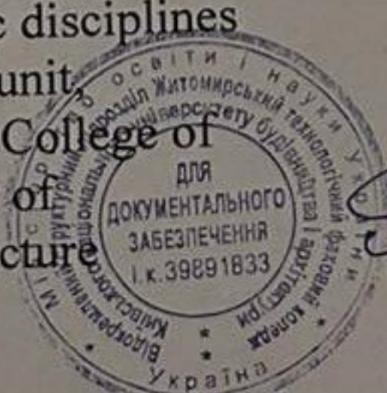
5. In subsection 3.1. (p. 130), it would be useful to take into account the reasons why managers do not understand the importance of a holistic system of employee motivation.

These comments do not reduce the scientific and practical value of Mao Rong's research and do not affect the overall positive assessment of the reviewed work.

**9. General conclusion.** Mao Rong's dissertation on the topic «Management of socio-economic development of the enterprises' personnel», 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.

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