

Відгук офіційного опонента

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на дисертаційну роботу аспірантки кафедри менеджменту імені
професора Л.І. Михайлової Li Zhuoran (Лі Чжуочжан)
«Management of investment development of the agricultural sector of the
economy» («Управління інвестиційним розвитком аграрного сектору
економіки»), поданої на здобуття ступеня доктора філософії з галузі знань 07-
управління та адміністрування за спеціальністю 073 - «Менеджмент»

Relevance of the research topic. With the accelerating pace of economic globalization, the international division of labor and capital flow have been intensified, and the global economic development has taken on the characteristics of imbalance under the continuous evolution of the world political and economic pattern. At present, the international political, economic and trade landscape is evolving at an accelerated pace, and destabilizing factors are significantly on the rise. After the outbreak of COVID-19 worldwide in 2020, the global industry and value chain were partially reconstructed, and the international agricultural market became more complex and volatile.

Although in the post-epidemic era, countries are trying to get out of the economic recession and accelerate the pace of economic recovery, agriculture, as a basic industry, has been affected more significantly than other industries. In addition to the impact of the global subprime mortgage crisis and two international food crises, the global agricultural investment boom has a profound impact on the development of global agriculture. The excessive capitalization of agricultural development makes international agricultural development face such crises as uneven development of agricultural industry, low efficiency of agricultural production capacity, serious shortage of international food, drastic fluctuation of international food price, serious waste of agricultural resources, and deterioration of agricultural ecology.

Connection of work with scientific programs, plans, topics. The dissertation was carried out in accordance with the directions of research work of the Department of Management named after professor L. Mykhailova of the 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 Research on Investment Management of Agricultural Economy under the Background of Globalization.

The scientific novelty of the obtained results. The scientific novelty of the obtained results lies in deepening the set of theoretical, scientific-methodical and organizational principles of managing the investment development of the agrarian sector of the Chinese economy and substantiating proposals for increasing its efficiency in the conditions of globalization. The main results obtained personally by the author, which are characterized by scientific novelty and are submitted for defense, include, first of all, the following:

- at first was developed a conceptual management system for the development of investment processes in the agricultural sector of China by the method of optimizing the use of agricultural resources in the regions and realizing the complementary advantages of the primary, secondary and tertiary sectors of industry by means of modeling the complex system of the country's agrarian sector;

- was created organizational model of complex institutional development of agricultural investment management in China, by changing the vector from fully state financing of agriculture to public-private partnership in the field of agricultural investments;

- was improved theoretical approach to the definition "management of the investment development of China's agrarian sector" that is a set of economic, social, organizational and institutional measures carried out at the micro-, meso- and macro- levels by all business entities, regardless of the degree of subordination to

the state, which ensure the growth of social well-being as a result of investing capital for a set period in any form and form in objects of the agrarian sphere, taking into account natural-climatic and socio-demographic factors, internal and external risks and other conditions of agricultural production;

- was summarized a methodical approach to the rationalization of investment processes based on the theory of input-output limitations, which justifies the need to prioritize investment areas aimed at expanding the capabilities of production and material-conducting subsystems in accordance with the flow approach, by increasing their throughput, which will contribute to more efficient use of investment resources;

- were dedicated theoretical and methodological principles of state regulation of the investment activity of agrarian formations, based on the generalization of foreign experience and the identification of national differences and peculiarities, the consideration of which will allow to ensure a significant improvement of the investment attractiveness of the agrarian sector of the Chinese economy, in particular, an increase in non-state financial contributions to promote the development of the agricultural economy; ensuring effective logistics for the supply of agricultural products and increasing farmers' incomes; the market's leading self-regulation and moderate government intervention in macro-control are certain benchmarks for agricultural investment management and China's development;

- has got further development a system of interdependencies, according to which the existence of a connection between the size and intensity of investments, on the one hand, and the "health" of the investment environment, where the ideology of optimization of the central system of agricultural investment, respect for the market economy, improvement of agricultural macro control, stimulation of reasonable consumption of agricultural products, as well as creation and improvement of regulatory and legal guarantees of agricultural investment. These management ways can guarantee the improvement of China's agricultural

investment environment, promote the growth of agricultural investment in the People's Republic of China, optimize the capital structure of participants in agricultural production and other aspects that ensure the management of the investment development of the agricultural sector of the Chinese economy.

Theoretical and practical significance of the results 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 investment as a main method of agriculture development in the context of globalization in China. 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 results can be applied in the management activities of ministries and agencies, local self-government bodies, which take care of regulation of social relations in society, development and implementation of socio-economic policy. The conclusions and other materials of the study should be applied in the development of the activities of invest and consulting centers, agriculture universities etc.

Completeness of presentation of the dissertation material in scientific publications. The main scientific provisions and research results on the topic of the dissertation were published in 12 scientific works, including: 4 articles in specialized scientific publications of Ukraine, all included in international scientometric databases; 1 articles were published in scientific periodicals of the Organization for Economic Cooperation and Development, which are included in the Scopus scientific-metric database; 7 theses in materials of scientific conferences. The total volume of publications is 2.20 sheets, of which 1.33 sheets.

belongs to the author personally.

List of publications of the acquirer:

Articles in periodical scientific publications indexed in the Web of Science Core

Collection and/or Scopus databases

1. Li Zongkeng, **Li Zhuoran**, Andrii Mykhailov, Wei Shi, Yang Zhuquan, Xia Surong (2021). Evaluation and Analysis of Socio-Economic Development Level and Management in Guangxi province of China. *Studies of Applied Economics Special Issue: Innovation in the Economy and Society of the Digital Age* <https://doi.org/10.25115/eea.v39i5.5089>

Articles in scientific publications included in the list of specialized scientific publications "B" category of Ukraine

2. Sokhan Inna, **Li Zhuoran** (2023). Evaluation of economic development and investment in China. *Держава та регіони. Серія: Економіка та підприємництво*. Випуск №2 (128). С. 68-72.
URL: http://www.econom.stateandregions.zp.ua/journal/2023/2_2023/12.pdf

3. Inna Sokhan, **Zhuoran Li**. (2023). Study on the investment approaches of rural regional economic development in China. *Таврійський науковий вісник. Серія: Економіка*. Випуск 16. С. 299-304.

URL: <http://tnv-econom.ksauniv.ks.ua/index.php/journal/article/view/402>

4. Sokhan Inna, **Li Zhuoran**. (2023). Current situation of investment management in agricultural Chinese economy under the background of globalization. *Наукові праці Міжрегіональної Академії управління персоналом. Економічні науки*. № 3 (70). С. 144-148.
URL: <http://journals.maup.com.ua/index.php/economics/article/view/2647>

5. Li Zongkeng, **Li Zhuoran**, Yang Zhuquan, Inna Sokhan (2023). Study on the Features of Balanced Economic and Social Development in Ethnic Regions of Southwest China under the Perspective of Common Prosperity. *Business Inform* <https://doi.org/10.32983/2222-4459-2023-4-21-26>

Other publications

6. **Li Zhuoran**, Li Zongkeng. (2020). Study on evaluation method and investment decision of PPP project. *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, 2020. – р.147.

https://ir.duan.edu.ua/bitstream/123456789/3019/3/Макет_Тези%20менеджмент_ГОТОВО_.pdf

7. Li Zongkeng, **Li Zhuoran**, Xia Surong (2020). Research on the current situation and countermeasures of rural tourism development in China. *International scientific journal "PROGRESS" 2020, №3-4*, ISSN: 1512-0422
https://dspace.nplg.gov.ge/bitstream/1234/326102/1/Progresi_2020_N3-4.pdf

8. **Li Zhuoran**, Li Zongkeng (2021). Reflection on the investment management in the era of knowledge economy. *Сучасний менеджмент: тенденції, проблеми та перспективи розвитку: VII Міжнародна науково-практична конференція молодих вчених і студентів: тези доповідей*, Дніпро, 14 квітня 2021 р. [Електронний ресурс]. – Дніпро: Університет імені Альфреда Нобеля, 2021. – р.19-20. ISBN 978-966-434-509-2

9. **Zhuoran Li**, Rong Mao, Tian Xu.(2022). Research on the optimization of agricultural economic management in the context of characteristic agriculture. *Learning & Education (ISSN2251-2802)2022.01*.

https://scholar.cnki.net/zn/Detail/index/GARJ2021_3/SJUU5A390153315A88788209EA200BA5F757

10. 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

11. 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>

12. **Zhuoran Li** (2023). Overview of investment agriculture management under globalization in China. *Матеріали НПК викладачів, аспірантів та студентів Сумського НАУ* (25-28 квітня.2023 р.), р.422.

The degree of validity of scientific provisions. The scientific provisions, conclusions and recommendations obtained from the research results are sufficiently substantiated and reliable. 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 results of the research and the author's recommendations have undergone practical testing, which is confirmed by relevant documents.

The above is evidence of a sufficient level of validity and reliability of the results of scientific research, conclusions and proposals.

The structure and content of the dissertation, its completeness and compliance with the established requirements for design. The purpose of this chapter is to define the basic concepts of this study, analyze the current research situation, the basis of research theories and methods, to clarify the scope, direction, and focus of this research. This chapter first introduces the related concepts and basic problems of agricultural investment management and agricultural economic growth theory. Secondly, we comprehensively consult and collect the relevant

literature, We have understood the scope of agricultural economy, the different views of classical economic growth theory and modern economic growth theory, as well as the basic problems of economic growth, such as the driving source of economic growth, convergence, the relationship with trade and the impact of technological progress on economic growth. Finally, this paper explains the basis of relevant theories and methods. We focus on the empirical method of investment management of agricultural economy. This chapter will provide the necessary theoretical and methodological support for this research.

This section aims to study the current situation of investment management in agricultural economy under the background of globalization and its relationship with economic growth through empirical analysis, and further explore the research on management. This section is divided into three parts to address these issues comprehensively. The first part evaluates the current situation of global and Chinese economic development and investment, and analyzes the current situation of investment management in agricultural economy. Through a comprehensive investigation of the global and Chinese economic conditions, we can understand the specific performance of the current investment in the agricultural economy and the management problems.

The second part focuses on the relationship between agricultural economy and economic growth in the context of globalization. From the investment environment, investment structure, investment scale and other aspects, as well as the path of the investment environment as the intermediary analysis. Through these analyses, we can have a deep understanding of the impact of agricultural economy on economic growth in the context of globalization and the role of investment in it. Doing so will help us to better understand the relationship between the agricultural economy and the overall economic development.

The third part focuses on the management of agricultural investment and economic growth under the background of globalization. The input-output analysis method of agricultural economy is adopted, and the forecast analysis of the total

agricultural investment is made. These analyses help us to assess the benefits of agricultural investments and provide advice and decision support on management. Through this part of the research, we can better grasp the relationship between agricultural investment and economic growth under the background of globalization, and put forward the corresponding management strategies.

This chapter studies the current situation of investment management, the relationship with economic growth and the management research of agricultural economy under the background of globalization. The research results of this chapter provide the basis for developing better investment management programs and provide useful experience for better management of agricultural investment.

Discussion clauses and remarks to the dissertation.

However, in my opinion, it is appropriate to note that there are certain debatable points in the work.

In the relevance of the research topic, the author emphasizes the need to realize the resource and economic potential of the agrarian sector of the national economy of China, while the work does not pay enough attention to the problem of land reform, in particular, the feasibility of introducing a land market. At the same time, it would be worthwhile to determine the nature of the influence of the level of development of rural areas on the innovative attractiveness of China's agricultural sector.

In one of the novelty points about improvement theoretical and methodological principles of state regulation of the investment activity of agrarian formations, based on the generalization of foreign experience and the identification of national differences and peculiarities, the consideration of which will allow to ensure a significant improvement of the investment attractiveness of the agrarian sector of the Chinese economy, the author claims about the market's leading self-regulation and moderate government intervention in macro-control are certain benchmarks for agricultural investment management and China's development. It is worth

specifying what these provisions are and in which regulatory and legal documents they are reflected.

Operating with theoretical categories when justifying the peculiarities of the implementation of the state agrarian policy under the condition of economic growth (item 1.2), the clear semantic content of such concepts as "external environment" and "globalization" was left out of the dissertation's attention. It is appropriate to explain the scope of their influence on the development of investment in the agricultural sector in the context of the subject of the study.

The author's position regarding the structural composition of the second section of the dissertation requires additional explanation. It is difficult to understand which elements of "foreign experience of state support for the development of the agrarian sector in the context of ensuring globalization" were used in the development of the "methodology of research on the development of the agrarian sector".

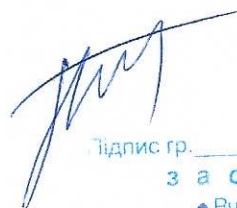
Analyzing the methodological approach to assessing the development of the agrarian sector of the national economy (clause 1.3), the dissertation should focus on the probable methods (methods) of calculating the limit values of the studied indicators and propose an appropriate assessment scale. Also, using correlation-regression linear models (clause 2.1), the dissertation does not indicate whether the studied time series correspond to the normal distribution law.

General conclusion

Dissertation work of Li Zhuoran «Management of investment development of the agricultural sector of the economy», submitted for defense to a specialized scientist council for obtaining the degree of Doctor of Philosophy in the field of knowledge 07 management and administration with a specialty 073 management in terms of its relevance, scientific and theoretical level, main results of validity, main provisions and results published in professional publications, the novelty of the statement and practical significance meet the requirements of the order of the

Ministry of Education and Culture of Ukraine No. 40 of January 12, 2017 "On approval of requirements for the preparation of a dissertation" and Resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022 No. 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 degree of Doctor of Philosophy" with changes introduced in accordance with Resolution of the Cabinet of Ministers No. 341 dated 03/21/2022

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