

Відгук офіційного опонента

д.е.н., професора, професора кафедри менеджменту
ім. проф. Й.С. Завадського НУБІП України

РЕЗНІК Надії Петрівни

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. Globalization transformations of the economy did not ignore transformations in the agricultural sector of the People's Republic of China. The 20th National Congress of People's Representatives of the Communist Party of China proposed to accelerate the pace of construction of an agricultural state and raise it to an unprecedented height, noting the growing interest of the world community in China's agricultural sector. Against the background of promoting the formation of a new model of economic domination and accelerating sustainable development, investing in the agricultural sector will not only meet today's challenges, but will also become an important part of the internationalization of China's agricultural cooperation, which will contribute to bringing the country to a new level of international cooperation. Against the background of the globalization of the economy and the internationalization of agriculture, investment has become the main vector of international agricultural development.

The aim of the dissertation is to improve the theoretical, methodological and organizational foundations of the investment development of China's agrarian sector in the context of globalization.

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 the first time:

- 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.

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;

- 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;

- 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;

received further development:

- 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;

- a factor model of the dependence of agricultural investment volumes on individual parameters of operational activity, which, based on the input parameters of the agricultural investment environment, creates prerequisites for targeted influence on the structure and scale of agricultural investment development management, in order to predict general changes in the results of investment development management of China's agrarian sector;

- 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 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 investment management strategy for agriculture in the conditions of globalization transformations in China.

By the analysis and research of the current situation with the management of the investment environment in the main countries and regions of the world, the determination of the innovative direction of the system of investment management in the agrarian sphere of China against the background of globalization is of perspective importance. First of all, on the basis of the study of the experience of the United States of America, Japan and the European Union, was proposed a conceptual system of complex institutional development of the management of agricultural investments in China, by changing the vector from fully state financing of agriculture to public-private partnership in the field of agricultural investments.

First, from the perspective of the status of agricultural investment management in the world was analyzed the management system of the agricultural investment environment in the United States, Japan, and the European Union. Thus, certain conceptual differences were identified, which provide an individual way of managing the development of agrarian investments in each country. For example, the United States is dominated by private enterprises that are very market oriented. Farmers and businesses independently decide the direction and scale of investment according to market demand and price changes to obtain better economic benefits. However, the Japanese government plays an important role in agricultural investment by providing funds and support to agricultural producers through subsidies and loans. The European Union has invested a lot of resources in agricultural science and technology, research and innovation. By funding research projects, creating networks of research cooperation and promoting the transfer of knowledge and technology, the EU aims to improve the efficiency of agricultural production, the efficiency of the use of resources and the quality of agricultural products. Through this analysis, each country's governance

system and political support were identified in terms of policy, law, finance, science and technology, and talent, further underscoring the importance and complexity of managing agricultural investments in the context of globalization.

Secondly, from the point of view of the institutional development of agricultural investment management in China, agriculture is the main source of family income for hundreds of millions of farmers, so a mechanism for attracting investments in the development of the socio-economic potential of rural areas has been determined, which will ensure the creation of an attractive investment climate in the whole the country. Through the analysis, it is found that the history of China's agricultural investment management system has undergone many changes and reforms, and now it has formed a relatively complete management system, but it still faces some problems and challenges, including low capital supply, insufficient agricultural scientific and technological innovation, slow implementation land reform and the state of the ecological environment.

Thirdly, a way of managing agricultural investments in the conditions of globalization is proposed. The ideology of optimization of the central system of agricultural investment, respect for the market economy, improvement of agricultural macro-control, integration of agricultural management resources, direction of rational consumption of agricultural products, as well as creation and improvement of regulatory and legal guarantees of agricultural investment is put forward as a red line in this section. 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.

Therefore, through comprehensive analysis, the dissertation found that China's agricultural investment management has undergone many adjustments and reforms, and has now formed a relatively complete management system, but it still faces some

problems and challenges, including insufficient capital supply, insufficient agricultural scientific and technical innovations, problems of the rural land system and environmental problems. Such specific measures as strengthening agricultural scientific and technological innovation, improving the financial system and promoting the standardization of agricultural investments were proposed. Finally, from the point of view of ways of managing the agricultural investment environment in the conditions of globalization, it is proposed to implement an agricultural investment policy and increase the efficiency of agricultural production: increase 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; leading market self-regulation and moderate government intervention in macro-control are certain guidelines for agricultural investment management and development in China.

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.

1. In the theoretical chapter of the work, by considering the conceptual and categorical apparatus, the author should not have focused only on the concepts of "investment" and "development", but it would be better to form a concept of the evolutionary path of the definition "development management", which would improve the quality and logical sequence of theoretical statements.

2. Subchapter 1.3 should more clearly define the methodological basis of the research conducted in the dissertation work. In general, the methodological apparatus is scattered throughout the text of the work, which makes it difficult to form a single methodological concept of the study.

3. Due to the great difference in the levels of socio-economic and cultural development between provinces, cities and regions of China, as well as the constant increase in migration flows in the center of the country, the level of investment provision

of China's agricultural environment is also unbalanced between regions. In general, the eastern and coastal regions are economically developed and the level of investment is high. The economic level of the central and western regions is relatively backward, so investors are not interested in investing. Therefore, in subsection 2.2, it would be appropriate to delineate state measures regarding investment development of agriculture depending on the region of China.

4. In revealing the content of the provision of scientific novelty regarding the improvement of the organizational model of complex institutional development of agricultural investment management in China, the connection between the implementation of investment investments and the creation of sustainable competitive advantages remained not specifically defined enough.

5. The connection between the results of investment in China's agriculture and the level of economic development of the country remained unformalized in the work.

6. The author pays quite a lot of attention to the study of the impact of global factors on the process of investment development of the agricultural sector, however, he does not sufficiently systematize the economic consequences of the response of micro-, meso- and macro-level systems to challenges that arise at the supranational level.

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

Офіційний опонент:
професор кафедри менеджменту
ім. проф. Й.С. Завадського НУБІП України,
д.е.н., професор



Надія РЕЗНІК

Підпис завіряється

