

## REVIEW

by the official opponent

PhD of Economics, Assistant Professor, Academic and Research Institute of Business,  
Economics and Management

Sumy State University

for Qiu Hongzhou's dissertation

**"The theory and method principle of logistics management in agricultural enterprises",**

applied for the degree of Doctor of Philosophy

from the field of knowledge 07 Management and administration

in the specialty 073 Management

**1. Relevance of the dissertation topic.** In the modern economy, a huge number of factors that characterize the current state convince agricultural enterprises to review and change their own principles and approaches to management. The rate of development of market relations becomes more dynamic, and the own life cycle of products produced by enterprises is shortened. At the same time, there is a steady trend towards the globalization of key markets, and this applies to both industry and agrarian business. The use of limited resources, in particular material and financial, high requirements for environmental friendliness, product quality and level of service from modern enterprises as quickly, qualitatively, accurately, expediently as possible, with the best conditions and at an acceptable price to satisfy the demands of consumers. Obviously, enterprises face a problem when old, traditional management systems no longer cope with the modern challenges posed by the market system to enterprises. The enterprise must be efficient, flexible and strong at the same time, able to quickly navigate the conditions of market changes. Such requirements force the managers of modern agrarian enterprises to apply new approaches to the management and provision of their business, among which logistics occupies a prominent place, which today covers without exception all elements of the provision system, including material, informational, financial and other types of resources. The implementation of the logistics management system allows to protect agricultural business from unforeseen negative situations that occur in the operational activities of even the most powerful global companies. It is possible to solve the tasks that ensure the efficient operation of agricultural enterprises only by using the principles of logistics, the science of which concepts for agricultural enterprises are not fully formed.

**2. Connection of work with scientific programs, plans, topics.** The dissertation work was carried out in accordance with the research plan of the Sumy National Agrarian University on the topic: "Organization and economics aspects to foreign economic activity agrarian enterprises of One Belt And One Road ", within the framework of which the author investigated the basic principles of logistics in

agricultural enterprises. The author took an active part in scientific research, processing and generalization of the obtained results and implementation of the developed recommendations.

### **3. The scientific novelty of the obtained results lies on.**

The scientific novelty of the obtained results lies in the development of scientifically based proposals regarding the theory and method principle of logistics management in agricultural enterprises.

First received:

- developed an evaluation method for logistics potential of agricultural enterprises, which contains fuzzy logic elements and forms an effective management decision-making standard for logistics system level.

Improved:

- provisions on methods for evaluating the economic benefits of logistics management in agricultural enterprises, different from existing provisions, including the formation of quantitative and qualitative indicators of logistics management to determine its level of efficiency;

- organize and provide logistics management in the activities of agricultural companies. Different from the existing activities, it includes: subsystems describing the current situation of logistics management and identifying problems; existing business process standardization subsystem of logistics activities; in the operation of logistics management to introduce new elements of the subsystem; logistics management efficiency economic monitoring subsystem; logistics management economic risk detection subsystem of agricultural enterprise logistics strategic solution formation subsystem;

Acquired further development:

- the theoretical provisions of agricultural enterprise logistics management are different from the existing theoretical provisions, including the new classification signs of agricultural enterprise logistics management;

- economic modeling of logistics management business process in the work of agricultural enterprises. In sharp contrast to it, the existing management chooses the direction of logistics management so as to obtain effective logistics management type enterprises in agricultural work;

- the concept of logistics management in the work of agricultural enterprises is different from the existing concept, which contains a set of management theory, principles, in order to form the theoretical basis of agricultural logistics management company.

**4. Scientific and practical significance.** The practical significance of the results achieved is beyond doubt. From the perspective of science and practice, the research results of this paper are the most meaningful: combining theory and empirical analysis, find out the factors that affect the management of agricultural logistics enterprises in China, establish the index evaluation system of agricultural logistics enterprise management, and use scientific principles to evaluate the effectiveness of agricultural logistics management. The scientific and practical significance of this paper is to put forward a set of scientific and reasonable rules and

regulations and conclusions to solve the scientific problems of agricultural logistics enterprise management, improve the theory and method of logistics management in agricultural enterprises. Solve the problem of working efficiency of agricultural logistics enterprises. The main results were reported at subsequent six conferences in Ukraine and others countrith.

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

The main results of the work are presented in 14 scientific papers, including 3 (three) articles included in the list of specialized scientific publications of Ukraine, 1 article in a periodical scientific publication indexed in the Scopus database, 2 articles in international scientific publications; 6 (six) abstracts of reports at international conferences, 2 (two) chapters in collective monographs. The list of the applicant's publications on the topic of the dissertation meets the requirements of clause 8 of the Resolution of the CM of Ukraine No. 44 "On 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 the Resolution CM No. 341 dated 03/21/2022. The published works sufficiently reflect and confirm the conducted research.

#### **6. The degree of validity and reliability of scientific statements, conclusions and recommendations.**

The scientific propositions, conclusions and recommendations presented in the dissertation work are sufficiently substantiated, have a deep scientific meaning and are important for the development of agrarian economic science. The purpose of the dissertation corresponds to the research topic, object and subject, scientific and methodological requirements. The methodology of the dissertation work is based on an in-depth analysis of the theory of logistical support of agricultural enterprises. A large number of processed scientific literature, statistical data, regulatory information, Internet resources and other sources confirm the obtained scientific results.

The presented dissertation work of Qiu Hongzhou has a logical structure. The content fully discloses the topic of scientific research. It is presented competently, logically, using modern English language and style. The content of the dissertation corresponds to its essence. Conclusions to the sections of the dissertation and general conclusions are logical and are confirmed by the results of testing at international and all-Ukrainian scientific and practical conferences, publications in scientific specialized publications of Ukraine, an international journal indexed in the Scopus scientific-metric database. All of the above allows us to assert sufficient validity and reliability.

#### **7. The structure and content of the dissertation.**

The text of the dissertation is written in English logically and consistently. The structure of the dissertation, language and presentation style meet the requirements set for PhD theses. The scientific terminology used in the work is generally recognized, the style of presenting the results of theoretical and practical research, new scientific provisions, conclusions and recommendations ensures the accessibility of their

perception and use. In general, the dissertation is a finished scientific work corresponding to the specialty 073 - Management.

The dissertation consists of an introduction, three chapters, conclusions and a list of used sources. The total volume of work is 185 pages. The text of the dissertation contains 25 tables, 32 figures, A bibliography of 119 sources.

In the first chapter, with the goal of practical application and theoretical development, and the experience of international agricultural logistics development as reference, this chapter analyzes the current situation, influencing factors of logistics development of agriculture of China and evolution, proposes modern agricultural logistics' development model, builds a modern agricultural logistics system that is based on the relationship between supply and demand, and discusses logistics organization's of agriculture innovation with the goal of rationalizing logistics of agriculture. On this basis, the paper puts forward some suggestions and countermeasures to develop modern agricultural logistics in China, and strives to provide relevant departments with theoretical and decision-making basis.

The second chapter "Scientific and methodological provisions on logistic management in the work of agricultural companies" including the scientific, systematic, feasible and qualitative and quantitative principles should be followed by the evaluation index system of logistics enterprises' of agriculture core competitiveness. According to the components of products logistics enterprises' of agriculture core competitiveness, this section holds that the evaluation of products logistics enterprises' of agriculture core competitiveness should be studied from the five aspects of service, innovation, marketing, management and culture, and finally designed a set of evaluation index system that is composed of 22 second-level indicators and 5 first-level indicators.

The third chapter of the dissertation "Practical principles of logistic management in the work of agricultural enterprises" analyzes the supporting factors of constructing an optimized product logistics system of agriculture are analyzed by the third chapter. This section examines the organization and implementation of agricultural products logistics and the influence of state policy on these processes. It is important to determine and assess the international aspects of assessing the logistics potential of the main countries producing agricultural products. In the next subsection, the author developed a system for building and optimizing the logistics management system in agricultural enterprises. Optimizing the processes of managing material flows within the agrarian enterprise involves its interaction with partners from integrated logistics chains for the promotion of agrarian products into the sphere of consumption.

It is worth noting that the conclusions fully correspond to the declared purpose and tasks of the dissertation, have appropriate arguments, are well-founded and reliable.

An analysis of the plagiarism (Strike plagiarism program) check report for the presence of textual borrowings (Strike plagiarism program) was carried out. The reviewers came to the conclusion that the dissertation work of Qiu Hongzhou on the topic "the method principle and theory of logistics management in enterprises of agriculture" is the result of the acquirers independent research and does not contain

elements of borrowing and plagiarism in accordance with the resolution of the CMU dated 12.01.2022 No. 44. Used ideas, texts and results of other authors have a link to the corresponding source.

**8. Remarks and wishes for the content.** Positively characterizing Qiu Hongzhou's dissertation work, it is necessary to pay attention to separate discussion provisions of the dissertation submitted for review:

1. Based on the important role of enterprise agricultural logistics level in national and regional economic development, it is necessary to explain the key role of efficient and scientific agricultural logistics management system to the survival and development of agricultural enterprises in more detail.
2. In chapter 2.1, it is necessary to strengthen the relationship between the current situation of logistics management of Chinese agricultural enterprises and the overall operation of agricultural logistics institutions.
3. In chapter 2.3, it is necessary to conduct more analysis and discussion on the competency status of managers in Chinese agricultural logistics enterprises.
4. In chapter 3.2, the matching relationship between strategic agricultural logistics management system innovation and regions with relatively backward economic level in China needs to be further explained.

In our opinion, the comments and remarks highlighted by us do not fundamentally affect the overall positive assessment of the dissertation work and do not reduce its high overall assessment.

**9. Correspondence of the dissertation to the specialty and profile of the council:**

Dissertation work of Qiu Hongzhou "The theory and method principle of logistics management in agricultural enterprises", 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, scientifically - the theoretical level, the main results of validity, the main provisions and results published in professional publications, the novelty of the statement and the 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 the Resolution of the Cabinet of Ministers of Ukraine of January 12 No. 44 of 2022 "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 No. 341 dated 21.03.2022. The content of the dissertation corresponds to the passport of the specialty.

**PhD of Economics, Asistant Professor,  
Academic and Research Institute of  
Business, Economics and Management  
Sumy State University**



**Yuliia CHORTOK**

