

## REVIEWER'S REVIEW

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for **Zhang Lei's** dissertation «**Organization and economics aspects to foreign economic activity agrarian enterprises in globalization**»,

applied for the degree of Doctor of Philosophy  
from the field of knowledge 07 Management and administration  
in the specialty 073 Management

### **Relevance of the topic of the dissertation.**

Currently, we can observe an active market development, globalization strengthening and active diversification of international markets. Foreign economic activity of agrarian enterprises is an important factor in the country's development. Enhancing the foreign economic activities of agrarian enterprises emerges as a viable strategy for securing a competitive position on the global stage. This is possible due to extremely favorable natural and economic conditions for agricultural development.

Nowadays, the challenges revolve around identifying scientifically grounded mechanisms to enhance the foreign economic endeavors of agro-industrial enterprises. There is a pressing need to bolster the competitiveness of domestic agricultural products, explore novel avenues for enterprises to penetrate foreign markets, and establish safeguards to shield the domestic market from unfair competition.

Drawing on international experience, China pays special attention to the role of foreign economic activity agrarian enterprises in globalization. Economic globalization has given rise to a worldwide market, expediting the process of trade liberalization and driving the adjustment and elevation of the global economic and industrial framework. This phenomenon has also propelled the trajectory of agriculture towards global marketization. In the context of this global shift, China's agricultural market is steadily expanding as it integrates further into the global agricultural marketization process, resulting in a consistent annual growth in the import and export volumes of agricultural products.

Since joining the World Trade Organization (WTO), China has become deeply enmeshed in global economic integration and free trade, presenting both opportunities

and challenges. Effectively navigating these dynamics requires a strategic response. To address challenges and maximize the benefits of economic globalization while enhancing the international competitiveness of China's agriculture, it is imperative to undertake measures such as adjusting the agricultural structure, formulating pertinent agricultural policies, enhancing the scale and specialization of agriculture, prioritizing the establishment of agricultural brands, and augmenting the overall developmental capacity of agriculture. This holistic approach aims not only to adapt to the evolving global economic landscape but also to position China's agriculture as a robust player on the international stage.

**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 public management and administration department of the Sumy National Agrarian University: " Sustainable business development in post-war recovery and European integration: analysis, challenges and strategies", 2023-2027 (state registration number 0123U103567), within by the author was carried out the topic of Research on foreign economic activity agrarian enterprises in the conditions of globalization.

**The scientific novelty of the obtained results.** The scientific novelty of the obtained results is that the theoretical provisions and methods proposed in the work deepen the research and practice of external activities of agricultural enterprises in China and provide the possibility of more effective management. The main theoretical provisions outlined in this work have reached the level of methodological developments and practical recommendations, are used and implemented in management practice.

Scientific achievements are real, and their scientific nature can be expressed as follows:

- developed a system of risk assessment indices for foreign investment projects of Chinese agricultural enterprises in the context of globalization, which is aimed at a

comprehensive dynamic assessment of existing risks in investment projects based on existing index systems and relevant research results, including the guidance of the Ministry of Trade on cooperation with foreign investments in order to operational adjustment of the management strategy, as well as mitigation of potential investment risks.

were improved:

- theoretical and methodological foundations of the theory of empirical study of the behavior of direct investments of agricultural enterprises (Empirical study of direct foreign investments and their selection);

- applied principles of forming an organizational and economic mechanism for the realization of China's foreign economic potential against the background of the "Belt, One Road" through the strengthening of international cooperation, the location of the global chain of agricultural industry; creation of an information platform for agrarian investments, increasing the ability of enterprises to withstand risks; formulation of an ideal policy of support for Chinese agricultural enterprises;

- conceptual principles of building an organizational and economic mechanism for realizing the foreign economic potential of Chinese agricultural enterprises in accordance with the "One Belt One Road" policy;

acquired further development:

- optimizing the foreign investment strategy of China's agricultural enterprises at the level of the government, industry and enterprises as part of the implementation of the "One Belt One Road" strategy opens a new path of development for Chinese agricultural enterprises.

- a model for the implementation of the state policy of regulation of foreign economic activity of agricultural enterprises based on the construction of an integrated institutional matrix of the systematization of the process of state regulation of economic activity, which is based on the effective consolidation of the efforts of different levels of management, a clear demarcation and consolidation of the functions of authorities with an analysis of the actions of responsible persons in order to achieve the set goal;

- creation of a protective mechanism to protect the legal rights and interests of enterprises, improvement of foreign investment approval policy and streamline the approval process, strengthening of bilateral cooperation with the government; provision of tax benefits for foreign investments in agriculture; increasing investments in research funds for key areas of agricultural foreign investment; external financial support of agriculture through the introduction of a fund of direct foreign investments in agriculture; implementation of the system of insurance of foreign agricultural investments; strengthening the guarantor role of the state to prevent the risks of foreign investors to China's agricultural enterprises in the conditions of globalization.

**The practical significance of the obtained results.** The practical significance of the obtained results is that the theoretical provisions and methods proposed in the work deepen the research and practice of external activities of agricultural enterprises in China and provide the possibility of more effective management. The main theoretical provisions outlined in this work have reached the level of methodological developments and practical recommendations, are used and implemented in management practice.

**The main results obtained personally by the author.** A dissertation is a completed scientific study. Scientific statements, conclusions and recommendations are the result of personal scientific research. Published scientific works are independent developments and reflect the main content of the dissertation. In the introduction, the justification of the research topic is comprehensively analyzed, its connection with scientific programs and topics is reflected, the goal and task of the research, the object, the subject are determined, the scientific novelty and practical significance of the results are indicated, the personal contribution of the recipient of the scientific work is determined, the approbation of the results is noted on the topic of the dissertation through participation in conferences and other events.

The first chapter provides theoretical basis of research on the foreign economic activity of agrarian enterprises. Considered the theoretical basis for relevant foreign

direct investment of agricultural enterprises: concept and basic principles. Thus, experience and lessons of foreign activities of agricultural enterprises under the background of One Belt And One Road were analyzed. Author carefully examines the impact of agricultural products trade on industrial development; trends, issues and challenges for foreign direct investment of agricultural enterprises. The main attention is paid to the empirical research theory of direct investment behavior of agrarian enterprises.

The trend, problems and challenges of foreign direct investment in agricultural enterprises mainly include the diversification of decentralized production accounts for a large proportion, which is difficult to attract foreign investment. Low scale and operation organization degree, relatively backward agricultural planting and production technology, plus large-scale agricultural investment, long cycle, greatly affected by conditions and changeable factors, it is difficult to effectively attract foreign investment. At the same time, China's relevant legislation is relatively lagging behind, and the agricultural field, especially the agricultural circulation service industry, lacks the corresponding regulations of foreign capital guidance. China's agricultural management system between agricultural production and marketing, between domestic and foreign trade, between disconnection, production and investment management, to a large extent constrained the production, circulation and import and export of agricultural products, at the same time for foreign investment into China's agricultural and agricultural products management field also constitute a big obstacle.

In the second chapter, examines the empirical analysis of the external activities undertaken by Chinese agricultural enterprises, delineated into six key parts. The primary focus is on the overseas investment initiatives of these enterprises, while concurrently delving into the evolution of Ukrainian agricultural enterprises and conducting a detailed analysis of agricultural trade dynamics between China and Ukraine. The specific components are outlined as follows: factors influencing foreign activities of chinese agricultural enterprises; regression analysis results; construction of risk evaluation index system; impact of "Belt and Road" policy on Chinese

agricultural enterprises; development of China-Ukraine trade. The chapter explores the influencing factors of the foreign activities of Chinese agricultural enterprises; underscores the swift development of bilateral trade between China and Ukraine, with China emerging as Ukraine's sixth-largest export market and the second-largest source of imports. The trade structure between China and Ukraine is identified as highly complementary, indicating substantial untapped potential for future development. In order to perpetuate the advancement of China-Ukraine trade, the chapter recommends specific measures, highlighting the enormous trade development potential between the two countries. These proposed measures encompass accelerating inter-industry trade, optimizing trade product structures, and maintaining a focus on the development of China-Ukraine agricultural trade. Furthermore, the chapter concludes with the presentation of specific scientific results that demonstrate the author's personal contributions to the addressed problem and characterize the scientific novelty of the work, as evidenced in the publications.

The third chapter examines countermeasures to promote sustainable development of agrarian enterprises in China and Ukraine in globalization. Thanks to 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. Encouraging increased insurance coverage through premium subsidies will help reduce the risk of overseas investment. Additionally, establishing an agricultural outbound investment early warning system, a loss evaluation system, a risk defense fund, and an overseas investment guarantee institution is vital. Tailored insurance for different investment methods and areas should be developed to enhance the risk early warning and compensation mechanism of agricultural overseas investment projects. Strategic recommendations are outlined for the economic and trade development between Ukraine and China. On Ukraine's part, there is a call for improvements in the domestic environment for foreign investment, with specific management measures targeted at industries related to China's trade. Proposals include

the implementation of preferential tariff measures for China's trade imports and the expansion of comprehensive cooperation with China in trade products. From the Chinese perspective, active efforts to expand investments in Ukrainian industrial capital and increased support for Ukrainian capital and agricultural technology are encouraged. The overall proposal emphasizes the optimization of the trade structure between Ukraine and China and advocates for the liberalization of trade markets.

It was carried out an analysis of the plagiarism check report for the presence of textual borrowings (Strike plagiarism program). The reviewers came to the conclusion that dissertation of Zhang Lei on the topic «Organization and economics aspects to foreign economic activity agrarian enterprises in globalization» is the result of the applicant's independent research and does not contain elements of plagiarism and borrowing in accordance with the Resolution of the CMU dated 12.01.2022 No. 44, Clause 9. Used ideas, results and texts of other authors are linked to the corresponding source.

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

#### **Articles in periodical scientific publications indexed in the Web of Science Core Collection and/or Scopus databases**

1. Nataliia Maslak, **Zhang Lei**, Lu Xu Analysis of agricultural trade in China based on the theory of factor endowment. *Agricultural and Resource Economics*. Vol 6, No 1 (2020). P. 50-61. URL: <http://are-journal.com/are/article/view/290>. DOI: <https://doi.org/10.22004/ag.econ.302968> (WoS&SCOPUS).

2.\*Zhang Fenghe, Medvid Viktoriia, **Zhang Lei**, Lu Xu Competitiveness and Complementarity of Agricultural Trade between China and Belarus. *International Journal of Innovation, Creativity and Change*. Volume 14, Issue 10. P. 131-149. URL: <https://www.ijicc.net/index.php/volume-14-2020/213-vol-14-iss-10> (\*International Journal of Innovation, Creativity and Change. Years in Scopus: from 2013 till 2020 (Discontinued in Scopus) Editor: Primrose Hall Publishing Group ISSN:2201-1315E-

ISSN:2201-1323). (The author analyzed and summarized the characteristics of Agricultural Trade between China and Belarus.).

### Articles in scientific publications included in the list of specialized scientific publications “B” category of Ukraine

3. **Zhang Lei**, Maslak Nataliia Risk assessment of foreign direct investment of Chinese agricultural enterprises. *Економічний простір*. 2021. №174. С. 17-21. DOI: <https://doi.org/10.32782/2224-6282/174-3> URL: <http://prostir.pdaba.dp.ua/index.php/journal/article/view/970>.

4. **Zhang Lei** Analysis of the influencing factors of foreign investment in Agricultural enterprises. № 37 (2022): *Економіка та суспільство*. DOI: <https://doi.org/10.32782/2524-0072/2022-37-78>

5. Маслак, Н., & **Lei, Z.** (2022). Дослідження механізму взаємовідносин діяльності китайських аграрних підприємств в умовах глобалізації. *Механізм регулювання економіки*, (1-2(95-96)), 121-126. URL: <http://mer-journal.sumy.ua/index.php/journal/article/view/88>.

### Other publications

6. **Zhang Lei**, Maslak Nataliia Analysis of the current situation of agricultural foreign direct investment in China. *Turkish Journal of Computer and Mathematics Education*. 2021. Vol. 12 No. 14. P. 4011-4015. URL: <https://turcomat.org/index.php/turkbilmat/article/view/11070>.

7. **Zhang Lei**, Nataliia Maslak. Research on agricultural trade development in China and Ukraine. *Collection of scientific articles of young scientists, graduate students and students of Sumy National Agrarian University*. Sumy, 2020. 91 с. С. 51-53.

8. **Zhang Lei**, Nataliia Maslak. How to enhance the international competitiveness of agricultural products in China. *Collection of scientific articles of young scientists, graduate students and students of Sumy National Agrarian University*. Sumy, 2020. 91 p. P. 54-60.



9. **Zhang Lei.** Risk Control at Transnational Mergers and Acquisitions of Agricultural Enterprises. *Sustainable development of agriculture: global changes and national features of achievement: materials of the international scientific-practical conference, Bila Tserkva*), 28-29 May 2019 BNAU. 145 p. P. 118-120. URL: [https://science.btsau.edu.ua/sites/default/files/tezy/zbirnik\\_tez\\_mign\\_konf\\_stal\\_rozv\\_28-29.05.19.pdf](https://science.btsau.edu.ua/sites/default/files/tezy/zbirnik_tez_mign_konf_stal_rozv_28-29.05.19.pdf)

10. **Zhang Lei, Maslak N. H.** Research on transformation of agricultural products based on comparative advantage theory. *Modern Movement of Science: abstracts of the 10th International Scientific and Practical Internet Conference*, April 2-3, 2020. Dnipro, 2020. 811 p. P. 447-451.

11. **Zhang Lei, Lu Xu.** Research on the organization pattern of agricultural enterprises in China and Ukraine. *Modern management: trends, problems and prospects of development: V International scientific-practical conference of young scientists and students: abstracts, Dnipro*, April 23, 2020. 181 pc. P. 10-11. URL: [http://185.156.41.113/bitstream/123456789/3019/3/%D0%9C%D0%B0%D0%BA%D0%B5%D1%82\\_%D0%A2%D0%B5%D0%B7%D0%B8%20%D0%BC%D0%B5%D0%BD%D0%B5%D0%B4%D0%B6%D0%BC%D0%B5%D0%BD%D1%82\\_%D0%93%D0%9E%D0%A2%D0%9E%D0%92%D0%9E\\_.pdf](http://185.156.41.113/bitstream/123456789/3019/3/%D0%9C%D0%B0%D0%BA%D0%B5%D1%82_%D0%A2%D0%B5%D0%B7%D0%B8%20%D0%BC%D0%B5%D0%BD%D0%B5%D0%B4%D0%B6%D0%BC%D0%B5%D0%BD%D1%82_%D0%93%D0%9E%D0%A2%D0%9E%D0%92%D0%9E_.pdf)

12. Zhang Fenghe, Medvid Viktoriia, Lu Xu, **Zhang Lei.** Complementarity analysis of agricultural trade between China and Ukraine. *Modern management: trends, problems and prospects of development: V International scientific-practical conference of young scientists and students: abstracts, Dnipro*, April 23, 2020. 181 p. P. 144-145.

13. **Zhang Lei, Nataliia Maslak.** Application of the comparative advantage investment theory in agricultural trade cooperation between China and Ukraine. *Innovative processes of economic and socio-cultural development: domestic and foreign experience: abstracts of the XIII International scientific-practical conference of young scientists and students. Ternopil: TNEU*, 2020. 124 p. P. 113-115.

14. **Zhang Lei** Construction and Research on Inclusive Growth Index of Foreign Trade - An Example of Henan Province in China. *Modernization of economy: current*

realities, forecast scenarios and development prospects: II International scientific-practical conference). Kherson, 28th of April 2020. P.577-580. URL: <http://kntu.net.ua/index.php/eng/content/view/full/59591>

15. **Zhang Lei**, Nataliia Maslak. Comparative characteristics of trade protection policy Chinese and American agricultural products. *Economic and social development of Ukraine in the 21st century: national vision and challenges of globalization: a collection of abstracts of reports of the XVII International Scientific and Practical Conference of Young Scientists. Ternopil, May 14-15, 2020.* 160 p. P. 23-24.

16. **Zhang Lei**, Nataliia Maslak. Research on Agricultural Trade Development in China and Ukraine. *INNOVATION OF PARTNERSHIP INTERACTION OF EDUCATION, ECONOMY AND SOCIAL PROTECTION IN CONDITIONS OF INCLUSION AND PRAGMATIC REHABILITATION OF SOCIETY: Obligatory edition of the collection of theses IV International Scientific and Practical Conference (May 21-22, 2020) Kamyanyets-Podilsky city.* P.207-210.

17. Zhang Fenghe, Wu Lingling, **Zhang Lei**. The Impact of Green Trade Barriers on China's Agricultural Products Export and Countermeasures. *Actual problems of economics, finance, accounting and law in Ukraine and the world: collection of theses of reports of the international scientific and practical conference (Poltava, March 17, 2021): in 2 hours.* Poltava: TSFEND, 2021. Part 1. 75 p. P. 68-70.

18. **Zhang Lei**, Zhang Fenghe. Application of inclusive growth index in the study of international trade. *Modern management: trends, problems and prospects for development: VII International scientific and practical conference of young scientists and students: abstracts of reports, Dnipro, April 14, 2021.* Dnipro: Alfred Nobel University, 2021. 324 p. P. 29-30.

**Remarks and wishes to the content.** By characterizing the dissertation work of Zhang Lei as a whole, it should be noted that it certainly has relevance, scientific and practical significance. During the review of the work, some issues of a debatable nature, comments and suggestions arose:

1. The factors affecting enterprise foreign investment are diversified. Please explain the selection of five factors: the inflow, opening of foreign direct investment to the host country, its labor resource endowment, labor level and the scientific and technology development level of the host country to carry out empirical test to describe and analyze the foreign direct investment flow of China and five Central Asian countries. Would be expedient graphically presentation of measures to accelerate the foreign investment of agricultural enterprises.

2. China is gradually moving away from the structure of single investment entity and individual investment into a stable and mature diversified investment pattern. According to your research in subchapter 2.2, what changes do you think have been made in the results of agricultural investment in China?

3. In the subchapter 2.2 you have mentioned about fifteen experts were selected to score and the average, all 60~80 and the risk assessment was normal. But you didn't explain criteria for expert selection. In this subchapter also you have emphasized about demand attention from the government, but you didn't specifies them.

4. Based on the conclusions given in your paper, what do you think should be the path of China's agricultural investment management under the background of globalization?

5. Subchapter 3.3 would be expedient to present with the help of graphic objects, which would add a winning type of information.

Additionally author should describe what research directions or improvements can be made in the future.

However, the indicated comments and wishes do not fundamentally affect the overall positive assessment of the dissertation work, are not fundamental and do not reduce its rather high overall assessment.

**Correspondence of the dissertation to the specialty and profile of the board:**

The dissertation work of Zhang Lei «Organization and economics aspects to foreign economic activity agrarian enterprises in globalization», 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, scientific and theoretical level, the main results of validity, the main provisions and results published in professional publications, the novelty of the formulation and the practical significance meet the requirements of the order of the Ministry of Education and Science 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, 2022. No. 44 "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 03.21.2022. The content of the dissertation corresponds to the passport of the specialty.

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D.Sc. in Economics, professor

  
**Yuriy DANKO**

  
МІНІСТЕРСТВО ОСВІТИ І НАУКИ  
НАЦІОНАЛЬНИЙ АГРАРНИЙ  
УНІВЕРСИТЕТ  
ВІДДІЛ  
КАДРОВОГО  
ТА ПРАВОВОГО  
ЗАБЕЗПЕЧЕННЯ

  
КОПІЯ  
СВІДЧУЮ  
СЕРВІС Данько Ю.І.  
СЕРВІСНИЙ ФАХІВЕЦЬ  
Лисенко А.В.