

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 dissertation topic.

The promotion of economic globalization has blurred the boundary between countries and industries, expanding the space for enterprise production and development. This has increased competition among enterprises, forcing them to take the initiative or passively face the challenges of globalization. Agricultural enterprises, in particular, have taken the initiative to develop abroad and implement international strategies to achieve global resource integration, participate in international competition in an all-round way, and seek greater development opportunities.

Despite having strong capital and technical levels, some agricultural enterprises are limited by the scarcity of land, water, and other natural resources caused by population growth. In recent years, excessive emphasis on rapid national income and GDP growth has resulted in the waste of natural resources, pollution, and scarcity of resources. The per capita farmland area decreases year by year, leading to rising food supply and agricultural product prices. These issues hinder the development of agricultural enterprises, causing China to rely heavily on agricultural imports and placing significant pressure on the domestic economy.

Foreign markets offer vast resources and opportunities for agricultural enterprises to increase foreign investment, and foreign resources play an essential role in boosting their development. These arguments determine Zhang Lei's dissertation as relevant and timely, to improve the theoretical and methodological foundations and develop practical recommendations for organization and economics aspects to foreign economic activity agrarian enterprises in 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 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 degree of validity and reliability of scientific statements, conclusions and recommendations. The scientific propositions, conclusions and recommendations set out in the dissertation are sufficiently substantiated, have a deep scientific meaning and

are important for the development of economic science. The obtained scientific results are reliable and are based on theoretical and empirical research. The formulated goal corresponds to the research topic, object and subject, scientific and methodological requirements.

The methodology of the dissertation research is based on generally accepted principles of complex scientific research. The theoretical and methodological basis of the dissertation work is the dialectical method of cognition, a systematic approach to the study of issues of the development of integration processes, the main scientific provisions of modern economic theory and the scientific works of domestic and foreign scientists. In the process of solving the tasks, the following scientific methods and analysis techniques were used: systemic-structural and abstract-logical, in particular their techniques: generalization, analysis and synthesis, induction and deduction (for the formulation of theoretical research results, clarification of the conceptual apparatus, formulation of conclusions and proposals); statistical and economic-mathematical, in particular their techniques: Group research (to determine the causal relationship between the components and the foreign activities of Chinese agricultural enterprises), multi-factor correlation and regression analysis (to study the development status and influencing factors of the foreign economic activities of Chinese agricultural enterprises and the trade cooperation between China and Ukraine); Sociology research-In investigating the foreign economic activities of Chinese agricultural enterprises, analyzing the development status and existing problems of their foreign investment. Graphical and tabular methods were used for visual presentation of the obtained results.

In a dissertation, the object of the study is the organizational and economic activity of China agricultural enterprises, summarize the relevant theories, development status and existing risks of the external activities of Chinese agricultural enterprises. Dissertation research is an independent scientific work of the author. The scientific results, conclusions and proposals put forward for defense were obtained by the author personally.

The presented dissertation work of Zhang Lei has a logical structure. The content fully discloses the topic of scientific research. The applicant presented the material competently, logically, using modern English language and style. The content of the dissertation corresponds to its essence. There is a proper relationship between the sections and subdivisions of the work, all sections contain figures and tables. Links to informational resources are correct. The results presented in the work are confirmed by implementation certificates. 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, international journal indexed in the scientific-metric database Scopus. All of the above allows us to assert sufficient validity and reliability

The scientific novelty of the obtained results lies on the theoretical studies, the development of scientific-practical and methodical recommendations for the organization and economics aspects to foreign economic activity agrarian enterprises in globalization.

The most important research results that reveal the content of the dissertation, characterize its scientific novelty and are presented for defense include the following:

For the first time:

- 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.

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.

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 structure and content of the dissertation. The dissertation is a complete scientific work, contains a complete set of structural elements corresponding to the established requirements: abstract, introduction, three sections, conclusions, list of used sources, appendices. The total volume of work is 190 pages. The text of the dissertation contains 31 tables, 5 figures, a bibliography of 235 sources. The dissertation is enriched with logical schemes, structured tables, graphic interpretations, which allow to comprehensively perceive the conducted research as a detailed and generalized scientific work.

The abstract of the dissertation fully reflects its structure, reveals the obtained scientific results and conclusions, the structure and ordered logic of the conducted research.

The introduction to the dissertation contains all structural elements, including information on the practical approbation of the research results, as well as the author's personal contribution to scientific works published in co-authorship.

In the first chapter describes the theory of foreign activities in China through four parts. The organization and economic activities at the main level of agricultural enterprises mainly include international direct investment theory, investment location theory and trade dynamics theory of foreign activities, along with the Belt and Road policy, new opportunities, and new challenges. First of all, is researched that the theoretical basis of foreign direct investment in agricultural enterprises mainly includes: international direct investment theory, location theory and trade dynamics theory. Secondly, the foreign investment of Chinese agricultural enterprises is divided into the foreign direct investment and indirect investment of agricultural enterprises. Agricultural FDI is an enterprise that seeks the optimal allocation of resources in the world in which investors participate in the production and operation activities and have actual management rights and control; enterprise indirect investment by relying on dividends, interest, corporate bonds, government bonds and derivative securities. Thirdly, the foreign investment activities of Chinese agricultural enterprises mainly face practical difficulties and challenges such as insufficient agricultural technology level, small agricultural foreign investment scale and large agricultural overseas investment risk. Chinese agricultural foreign economy and organization activities should vigorously learn from international advanced agricultural technology to enhance agricultural products competitiveness, strengthen international cooperation, layout of global agricultural industry chain; establish agricultural investment information service platform, enhance the ability of enterprises to resist risks; formulate perfect supporting policies to provide necessary support for Chinese agricultural enterprises. Finally, is established that China's relevant legislation is relatively lagging, and the agricultural field, especially the agricultural circulation

service industry, lacks the corresponding regulations of foreign capital guidance

Among the advantages of the second chapter should be noted:

formed by the author SWOT analysis allowed us to evaluate the external activities, emphasizing the factors influencing foreign investments by Chinese agricultural enterprises. Key variables considered include the additional value of agriculture, forestry, animal husbandry, and fishery, arable land area, foreign exchange reserves, exchange rates, agricultural technology capability, agricultural utilization of foreign investment, total agricultural exports, and agricultural fiscal expenditure.

conducted by the author regression analysis indicates that out of the eight selected explanations, only the exchange rate and overseas foreign direct investment (OFDI) in agriculture exhibit a significantly negative correlation, while the others demonstrate positive correlations. Notably, except the negative correlation between the RMB-US dollar exchange rate (X4) and the scale of China's agricultural enterprise OFDI, all other explanatory variables show a positive correlation relationship with China's agricultural enterprise OFDI.

proposed by the author approach to the construction of a risk evaluation index system considers the holistic nature and dynamics of the overseas direct investment environment, the chapter constructs a risk evaluation index system for foreign investment projects of Chinese agricultural enterprises. This system aims to comprehensively evaluate existing risks in investment projects dynamically. Drawing from existing index systems and relevant research results justifies directions to assist enterprises in assessing risks, understanding advantages and disadvantages, promptly adjusting management strategies, and mitigating potential investment risks.

In the third chapter justified the directions to optimize the foreign activities of Chinese agricultural enterprises from the level of government, industry and enterprises. The implementation of "Belt and Road" strategy provides a new development path for Chinese agricultural enterprises. Elevating the competitiveness of China's agricultural enterprises in overseas investment can be achieved through increased investment in scientific research funds for key areas of agricultural foreign investment. Emphasis should be placed on deepening scientific and technological exchanges, enhancing collaboration between research institutions and agricultural departments, and establishing a robust platform for agricultural science and technology cooperation. Efforts to improve the technology output management system, enhance the practical application of China's agriculture in overseas investment, and actively export mature emerging technologies should be prioritized. Simultaneously, creating world-class brands and independent intellectual property rights is essential to augment the international influence of agricultural brands and boost the core competitiveness of the brand. An agricultural outbound investment early warning system, a loss evaluation system, a risk defense fund, and an overseas investment guarantee institution are vital which is confirmed by the conducted research.

The conclusions drawn by the author based on the results of the research are meaningful and reveal the results of the research objectives.

In general, it can be stated that the presented dissertation is complete and original, contains valuable scientific propositions of a theoretical and applied nature, and practical proposals are brought to the level of practical use.

An analysis of the plagiarism 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 Zhang Lei on the topic "Organization and economics aspects to foreign economic activity agrarian enterprises in globalization" is the result of independent research of the acquirer and does not contain elements of plagiarism and borrowing in accordance with the resolution of the CMU dated 12.01.2022 No. 44, paragraph 9 Used ideas, results and texts of other authors have a link to the corresponding source.

Completeness of presentation of the dissertation material in scientific publications. The main results of scientific research were published in 19 scientific articles: 3 articles in specialized publications of Ukraine, 3 articles in journals included in the scient metric databases Scopus, the rest in other journals and conference materials.

Scientific publications meet the requirements of clauses 8, 9 of the Procedure for awarding the degree of Doctor of Philosophy and canceling the decision of the one-time specialized academic council of a higher education institution, scientific institution on awarding the degree of Doctor of Philosophy (Resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022 No. 44). Acquaintance and detailed analysis of the presented scientific works makes it possible to assert that the elements of scientific novelty, on which the dissertation is positioned, are fully explained in the articles and theses of the reports.

The content of the publications, the characteristics of the publications in which they are placed meet the requirements for the publication of the scientific provisions of the dissertation. Of the scientific works published in co-authorship, only the author's work was used in the dissertation, as indicated in the list of publications. Thus, there are reasons to claim that the dissertation research contains the author's scientific vision regarding the achievement of the set goal and the solution of the specified scientific and applied task.

Journals included in Scopus (Web of Science Core Collection) indexed

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). (*The author made an analysis of agricultural trade in China based on the theory of factor endowment.*).

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.*).

3. *Zhang Fenghe, Medvid V., Lu Xu, Zhao Haipeng, Wu Lingling, **Zhang Lei**

Analysis of the Characteristics and Competitiveness and Complementarity of Agricultural Trade between China and Ukraine. *TEST Engineering&Management*. 2020. May – June. P. 17161 - 17175. URL: <http://testmagazine.biz/index.php/testmagazine/article/view/10132> (*Test Engineering and Management Years in Scopus: from 1970 till 1971, from 1974 till 1979, from 1985 till 1989, from 1993 till 2020 (Discontinued in Scopus) Editor: Mattingley Publishing Co., Inc. ISSN:0193-4120). (The author analyzed and summarized the characteristics of Agricultural Trade between China and Ukraine)

Journals of foreign countries - members of the EU or OECD

4. **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/turkbilmcat/article/view/11070> (*Turkish Journal of Computer and Mathematics Education, Scopus coverage years: from 2018 to 2020 (Discontinued in Scopus as of 2020) Editor: Karadeniz Technical University, E-ISSN:1309-4653). (The author analyzed agricultural foreign direct investment in China).

Articles in scientific journals included in the list of scientific professional journals of Ukraine ranked category "B"

5. **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> (the author finds out the risk assessment of foreign direct investment of Chinese agricultural enterprises).

6. **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>

7. 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> (the author investigated mechanism interrelations between Ukrainian and Chinese enterprises in globalization).

Conference papers

8. **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.

9. **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.

10. **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

11. 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.

12. 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

13. 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.

14. **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.

15. **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>

16. **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.

17. **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) Kamyanets-Podilsky city*. P.207-210.

18. 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.*

19. **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 for the content.

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. Different theoretical approaches present in section 1.1 to explain relevant foreign direct investment in agricultural enterprises. However, there is no detailed description of the basic principles studied in terms of the theoretical approaches.

2. In order to improve the methodological base of the dissertation, in section 1.2, considering the theory of empirical research more attention should be paid to the methodical approaches to the evaluation of investment behavior of agricultural enterprises.

3. Analysis of the current situation of agricultural foreign direct investment in China conducts in the 2016-2018 timeframe. Explain, why you chose this period because the comparability obtained values of the system of indicators with the current tendencies is questionable.

4. The author's suggestions for optimizing China's agricultural enterprises' foreign investment strategy (section 3.1) would have significant practical benefits if presented as a system of influential elements and predictive outcomes.

5. The basic directions of strategic planning of trade development along the One Belt and One Road defined by the author and presented in section 3.3 need a more detailed description in terms of the possibility of influence in the system organization foreign economic activity Chinese agrarian enterprises in globalization.

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 council:

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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