

### **Відгук офіційного опонента**

д.е.н., професора, професора кафедри міжнародної торгівлі і маркетингу  
Київського національного економічного університету імені Вадима  
Гетьмана

### **ЯЦЕНКО Ольги Миколаївни**

на дисертаційну роботу аспіранта кафедри публічного управління та  
адміністрування **Чжан Лей (Zhang Lei)**

«Організаційно-економічні аспекти зовнішньоекономічної діяльності  
аграрних підприємств в умовах глобалізації (Organization and Economics Aspects  
to Foreign Economic Activity Agrarian Enterprises in Globalization)», поданої на  
здобуття ступеня доктора філософії з галузі знань 07-управління та  
адміністрування за спеціальністю 073 - «Менеджмент»

### **Relevance of the research topic**

Globalization impacts to the free development of individuals, products, and administrations across the globe in an incorporated, consistent way. Globalization is the result of the opening up of the worldwide economy and the expansion in the exchange between countries. To state it essentially, when nations that were recently shut to exchange open up their economies and go worldwide, it brings about reconciliation and interconnectedness of economies. Further, globalization implies that nations change their import arrangement and welcome unfamiliar interests into their primary areas. It includes an expansion in worldwide exchange, the commodity and import of items fabricated and related strategies, capital and monetary streams, human movement. Globalization can upgrade agribusiness jobs enormously as a development motor in nations with low pay by growing horticulture quicker than homegrown utilization. Globalization builds farming's capability to improve food security through multipliers to the non-tradable, gigantic, work serious rustic area. Globalization has brought both opportunities and challenges to the development of agricultural enterprises. Agricultural

enterprises should also strengthen cooperation with financial institutions and other enterprises to jointly promote the development of the agricultural industry

Under the increasingly fierce competition of international market economy, the development of Chinese traditional agriculture is both an opportunity and a challenge. In conditions of the great pressure of market competition, it is under active discussion how to solve the various problems in the development of agricultural industry in the process 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 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:

- at first was 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.

### **Theoretical and practical significance of the results of the dissertation**

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.

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

The source base of the research includes a significant number of foreign and domestic theoretical studies, analytical works, regulatory and legal documents, statistical information, which make scientific provisions and practical recommendations sufficiently substantiated. The statistical data used in the work are relevant and reliable.



The dissertation bibliography forms a clear presentation of the results of the review of the current state of affairs in the chosen field of research.

The main scientific provisions and research results on the topic of the dissertation were published in 18 scientific works, including: 3 articles in specialized scientific publications of Ukraine, all included in international scientometric databases; 2 articles were published in scientific periodicals of the Organization for Economic Cooperation and Development, which are included in the Scopus scientific-metric database; 12 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. 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/turkbilmат/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) Kamyranets-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.



### **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.

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.

### **The structure and content of the dissertation, its completeness and compliance with the established requirements for design**

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. 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.

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

2. In one of the novelty points about 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, it is worth specifying what state institutions in particular and in which regulatory and legal documents they are reflected.

3. The author's position regarding the structural composition of the second section of the dissertation requires additional explanation. It is difficult to understand which aspects of trade development between China and Ukraine in the context of ensuring globalization were used in the development of the "Empirical analysis of the foreign economic activity of agrarian enterprises of China".

4. Operating with theoretical categories when justifying the empirical research theory of direct investment behavior of Agricultural enterprises (clause 1.2), the clear semantic content of such concepts as "external environment" and "globalization" was left out of the dissertation's attention. It is appropriate to explain the scope of their influence on the development of investment in the agricultural sector in the context of the subject of the study.

5. Analyzing the methodological approach to assessing the influencing factors of enterprise foreign investment involve in China (clause 2.1), the dissertation should focus on the probable methods (methods) of calculating the limit values of the studied indicators and propose an appropriate assessment scale.

### **General conclusion**

Dissertation work of Zhang Lei « Organization and Economics Aspects to Foreign Economic Activity Agrarian Enterprises in Globalization», 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  
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**Ольга ЯЦЕНКО**

