

REVIEWER'S REVIEW

Doctor of Economics, Professor, Dean faculty of economy and management
Sumy National Agrarian University

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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. The modern history of business management in market conditions contains a large number of various attempts to find a better management system that would ensure a sustainable trend of productive development of enterprises and stable growth of its competitiveness. Today, logistic management approaches are basic for the dominant majority of enterprises both in the world economy and in Ukraine in particular. The logistic approach to the management of an agricultural enterprise involves ensuring the rationalization of management actions of the managed system. In particular, this is achieved by the integration of separate parts of the management mechanism, which include economic, informational, technological, technical and methodological levels.

Despite the importance of this topic, the theory and method principle of logistics management in agricultural enterprises remain under-researched. In particular, this concerns the development of the structure of the general system of production logistics and the logistics chain of agricultural enterprises, the characteristics of the components of the logistics mix of ensuring their agricultural production, the management of logistics costs, as well as the organization of logistics management.

2. Connection of work with scientific programs, plans, topics. The dissertation work submitted for review was carried out in accordance with the direction of scientific work 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 which the author investigated the main principles of logistics of agricultural enterprises. Qiu Hongzhou took an active part in the scientific, 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 is to 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 in six conferences in Ukraine and another country.

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.

Dissertation research is an independent scientific work of the author. The author personally received the defended scientific results, conclusions and proposals. Scientific conclusions, conclusions and recommendations formulated based on the results of research are sufficiently substantiated and reliable. The dissertation revealed a clear adherence to the structural and logical scheme of the research, the consistency of the scientific results and the published regulation on scientific innovation activity with the set goal and specific tasks of the research. The author of the dissertation used a sufficient number of sources of information from open databases, regulatory and legal literature, statistical and analytical materials. The results of the research and the author's recommendations have undergone practical verification, which is also confirmed by relevant documents. The submitted evidence indicates the sufficient validity and reliability of the results, conclusions and recommendations of the scientific research.

7. The structure and content of the dissertation.

The dissertation is written in English, in a scientific style, reasoned, consistent and understandable. Solving the set goal and formulated tasks of research made it possible to obtain scientific results, formulate specific conclusions and recommendations. In general, the dissertation is a completed scientific work, containing the necessary structural elements. It 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 general, the dissertation is a finished scientific work corresponding to the specialty 073 - Management. The dissertation presented by Qiu Hongzhou has a logical structure, and its content fully reveals the topic of scientific research. The main goal of the dissertation is to improve theoretical and methodological principles and provide practical suggestions for the operation of agricultural logistics enterprises, which requires constant research.

The first chapter of the dissertation is devoted to theoretical aspects of the researched topic. Based on the premise of defining the theory of modern logistics, this article defines the concept, functions and its main characteristics, and also considers the management of modern agricultural logistics, modern green agricultural logistics, the development trends of modern agricultural logistics and the modern industry of agricultural logistics. Research shows that modern agricultural logistics is to meet customer demand as a goal supported by information technology, the use of modern logistics facilities, agricultural production facilities and the content of agricultural products, as well as related services and information, from source to source of consumption . organization, control and management and other economic activities. It is an important part of the logistics of the whole society, promotion of competition, regulation and other functions.

The author proved that modern agricultural logistics management is a scientific

management of logistics activities in the process of agricultural production to achieve consumer satisfaction with the lowest cost level of agricultural logistics service. Modern agricultural supply chain management is a new way of managing agricultural logistics, and modern agricultural green logistics is a direction of sustainable development of modern agricultural logistics.

The second chapter discusses the economically developed areas of the world . The second chapter examines economically developed regions of the world that can be an example for creating a model for managing the logistics of agricultural products in China. The author developed a methodology for assessing the innovative potential of the country, which takes into account additional indicators of risk acceptance and the use of revolutionary ideas by firms. New ideas for further strategic planning to achieve a balance between carriers of innovative potential are provided. It was determined that the level of modernization of the system of circulation of agricultural products is largely influenced by state macro- and micropolitics.

The third chapter of the dissertation. In the third chapter of the dissertation, the main elements of the construction and optimization of the logistics system of agricultural products are analyzed. This section explains the direction and way of optimizing China's agricultural products circulation system, and also points out the principles that should be followed by the optimization of China's agricultural products logistics system, increasing the efficiency of its work, specific ways of optimization that are based on the development of logistics in agriculture.

Each chapter of the dissertation ends with specific conclusions and proposals. It is worth noting that they fully correspond to the set goal and tasks of the dissertation, have proper reasoning, are sufficiently substantiated and reliable.

An analysis of the dissertation was carried out regarding the plagiarism check. The reviewers concluded that Qiu Hongzhou's dissertation work on the topic "The theory and method principle of logistics management in agricultural enterprises" does not contain elements of plagiarism and borrowing in accordance with the resolution of the CMU of January 12, 2022 No. 44. Used ideas, results and texts other authors have a link to the corresponding source.

8. Remarks and wishes for the content. With a positive assessment of Qiu Hongzhou's dissertation work, it is worth paying attention to certain discussion points, remarks and wishes. I believe that the following positions are debatable or require the author's comments:

1. In our opinion, in the first chapter of the dissertation, when considering the theoretical foundations of the theory and method principle of logistics management in agricultural enterprises, the literature of mostly Chinese researchers was used. Research can be enriched by paying more attention to alternative economic theories of logistics management, such as European ones, in agricultural enterprises.

2. Analyzing the architecture of the dissertation work, it should be noted that in

the first chapter the subdivisions have a disproportionate structure.

3. When developing "criteria of logistics potential of countries across the world" p. 147 the author proposed a 5-step assessment. In our opinion, it could be formed into a classic 3-step "high level" - $0.29 \leq LP_i < 0.5$; "satisfactory level" - $0.2 \leq LP_i < 0.29$; and "low level" $0 \leq LP_i < 0.19$.

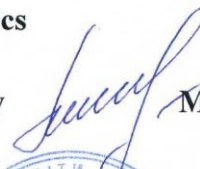
4. Subsection 3.3 "Construction and optimization of logistics management system in agricultural enterprises" of the third chapter contains proposals of a general nature that, in our opinion, should be specified and visualized, which would significantly strengthen the dissertation work.

In our opinion, the comments noted by us do not significantly affect the overall positive evaluation of the work and do not reduce its overall high rating. They can become the basis for further scientific research.

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 March 21, 2022. The content of the dissertation corresponds to the passport of the specialty.

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