

## **THE DECISION OF A SPECIALISED ACADEMIC COUNCIL TO AWARD THE DEGREE OF DOCTOR OF PHILOSOPHY**

The Specialised Academic Council of the State Biotechnological University of the Ministry of Education and Science of Ukraine has decided to confer the degree of Doctor of Philosophy in the field of knowledge 07 "Management and Administration", speciality 073 "Management" to Guohe Qin on the basis of the public defence of the dissertation "Strategic management of competitiveness of producers of agro-food products" on 05 December 2023.

Qin Guohe was born on 17 June 1979 in Shandong, Republic of China. In June 2010, he graduated from Henan University of Education and Technology with a degree in Foreign Language Linguistics and Applied Linguistics and a Master of Arts degree.

From December 2020, he studied at the postgraduate course of the Kharkiv Petro Vasylenko National Technical University of Agriculture, specialty 073 "Management", field of knowledge 07 "Management and Administration", and from 1 September 2021, in accordance with the order of the Cabinet of Ministers of Ukraine №431-p of 12.05.2021 and the order of the Ministry of Education and Science of Ukraine №68 of 18.06.2021. "On the Establishment of the State Biotechnological University", he continued his postgraduate studies and preparation of his dissertation at the State Biotechnological University (Kharkiv) in the specialty 073 "Management", field of knowledge 07 "Management and Administration".

The supervisor is Sofiia Minenko, Doctor of Philosophy in Management, Associate Professor of the Department of Management, Business and Administration of the State Biotechnological University.

The applicant has published 8 scientific papers on the topic, including five articles in professional scientific journals (category B) and three abstracts at scientific and practical conferences.

### **Scientific papers in which the main results of the dissertation are published**

1. Guohe Q., Kopykovskiy Y. Conditions for increasing the competitiveness of agro-food enterprises. Actual problems of innovative economy and law. 2023. No. 1, pp. 89-93. <https://doi.org/10.36887/2524-0455-2023-1-15> (0,45 друк. арк.).
2. Guohe Qin. Financial security of the competitiveness of business 14 subjects in the agro-food sphere. Ukrainian Journal of Applied Economics and Technology. 2022. Volume 7. № 4, pp. 304 – 308. <https://doi.org/10.36887/2415-8453-2022-4-46>. (0,51 друк. арк.).
3. Guohe Qin. Analysis of the influence of the external environment factors on the enterprises competitiveness formation. Herald of Khmelnytskyi National University. Economic sciences. 2023. Volume 318, №4. pp. 95-99. <https://doi.org/10.31891/2307-5740-2023-320-4-13>. (0,45 друк. арк.).

4. Guohe Qin. (2023). Features of state support for the development of competitive production. Modeling the development of the economic systems, (1), 240–246. <https://doi.org/10.31891/mdes/2023-7-33> (0,53 друк. арк.).

#### **Scientific papers certifying the approval of the dissertation materials**

5. Minenko S., Guohe Q. Strategic guidelines for improving the competitiveness of agricultural products: prospects and challenges. Управління розвитком соціально-економічних систем: матеріали VII Міжнародної науково-практичної конференції (м. Харків, 20-21 квітня 2023 року). Харків: ДБТУ, 2023. С. 241-243. (0,12 друк. арк.).

6. Guohe Q. Investment and innovation provision of agriculture industries. Менеджмент ХХІ століття: глобалізаційні виклики: матеріали VII Міжнародної науково-практичної конференції, 18 травня 2023 р. Полтава: ПДАУ, 2023. С. 405-407. (0,13 друк. арк.).

7. Guohe Qin. Assessment and analysis of competitiveness of the enterprise: basic methods. Сучасні технології розвитку людини в інтегрованому суспільстві в умовах воєнного стану: Матеріали VI Міжнародної науково-практичної конференції, м. Миколаїв, 19 травня 2022 р. / За заг.ред. А.М. Старевої; упоряд. А.В. Завгородній, С.В. Кандюк-Лебідь, О.А. Шевченко. Миколаїв: МІРЛ та МФК Університету «Україна», 2022. С. 317-320. (0,1 друк. арк.).

8. Guohe Qin. Ecoinnovation as the basis for forming competitiveness in the agricultural sector. Сучасні технології розвитку людини в інтегрованому суспільстві в умовах воєнного стану: Матеріали VII Міжнародної науково-практичної конференції, м. Миколаїв, 19 травня 2023 р. / За заг.ред. А.М. Старевої; упоряд. А.В. Завгородній, С.В. Кандюк-Лебідь, О.А. Шевченко. Миколаїв: МІРЛ та МФК Університету «Україна», 2023. С. 371-373.

The discussion was attended by the chairman and members of the specialised academic council.

**IGNATENKO MYKOLA**, Doctor of Economics, Professor, Head of the Department of Economics, Hryhorii Skovoroda University in Pereiaslav, comments on the opponent's response:

Without underestimating the overall positive assessment of the dissertation, it is expedient to identify several debatable provisions. Including:

- it is noted that the assessment of the competitive position of manufacturing enterprises on the impact of threats of internal and external nature is carried out based on risk analysis. At the same time, the paper does not present a systematization of risks of business entities in the agrarian sector;

- studying the resource determinants of the formation of the competitive potential of enterprises, the author notes that ensuring sustainable development of agricultural production requires a responsible attitude to land resources as a means of production. We believe that a more thorough study of the impact of economic

determinants on the solution of environmental problems would increase the applied value of theoretical work in terms of forming the sustainability of the potential of enterprises in the agricultural sector;

- disproportionately disclosed aspects of the direct impact on investment and innovation ensuring competitiveness, presented in section 2.3;

- the answer to the question of the influence of the social component of the external environment on the processes of formation of competitiveness of agri-food sectors needs to be presented in a generalized form.

- the author somewhat exaggerates the problem of theoretical uncertainty in the formation and implementation of the interaction and innovation processes of investment and innovation. Quote from the work: "As a matter of fact, there are no theoretical foundations for conceptual understanding of the interaction between investment and innovation." At the same time, the scientific literature contains a wide range of studies on this subject. Therefore, the author's statements need to be clarified.

However, the comments provided only partially affect the overall high level and positive assessment of Qin Guohe's dissertation.

**Olena DUDNYK**, PhD in Economics, Associate Professor, Rector of the Private Higher Education Institution Kharkiv University of Technology "STEP", comments made in the opponent's response:

1. Characterizing the choice of the research methodology, the author did not reasonably note all the necessary methods and approaches to achieve objective results of the analysis of the competitiveness of agricultural producers and needs to explain why this methodology was chosen, what its advantages and limitations in this context.

2. The model presented schematically in Section 1.3 for assessing the efficiency of functioning of industries by links of the reproductive process requires a complete theoretical explanation of the content of its main elements.

3. Determining the orientation towards the inclusive provision of all participants in the agri-food value chain with financial resources based on the implementation of the components of the sustainable development paradigm by a strategic guideline, it is necessary to take into account the impact on the stimulation of the multiplier effect from the drivers of investment and innovation nature of the factor of accessibility of agricultural producers to financial resources in conditions of uncertainty.

4. Analyzing the financial component of the state support for agri-food enterprises, it is advisable to pay attention to the regional component in the financing structure of agri-food sectors.

5. The author needed to consider the impact of globalization processes on increasing the competitiveness of agri-food sectors sufficiently. The consequences of this influence are complex and ambiguous.

6. It is expedient to assess the competitiveness of the agri-food sector's sectors by product competitiveness, systematizing these indicators according to sure signs of factors influencing the formation of competitiveness.

However, the comments provided only partially affect the overall high level and positive assessment of Guohe Qin's dissertation.

**LARINA TETIANA**, Doctor of Economics, Professor, Dean of the Faculty of Economic Relations and Finance, State Biotechnological University, comments made in the reviewer's review:

It should be noted that the work is not without certain shortcomings and contradictory provisions that require additional explanations and clarifications, giving an overall positive assessment of the dissertation research:

1. Among strategic management methods, the author highlights the aspect of the early warning system based on the system of methodological approaches to management by weak signals. At the same time, this thesis is declared without the use of comparative characteristics of the methods of strategic management proposed in the scientific literature. The author notes their existence but does not delve into the advantages and disadvantages.

2. The publication pays considerable attention to the methods of assessing the competitiveness of both individual enterprises and branches of social production, which made it possible to identify the factors influencing the level of competitiveness with the allocation of internal and external factors. The applied component of the study could be significantly increased by moving away from the purely descriptive principle, with the inclusion of parameters for assessing the weight of each factor in the system of influencing elements.

3. The assessment of the competitiveness of agri-food sectors carried out in the work is fragmentary and covers only some of the value chains in the agri-food sector, which narrows the possibilities of a comprehensive analysis. The authors' focus on the statistical data of the Kharkiv region has a logical explanation. However, it only allows for highlighting its specifics, advantages, and disadvantages with comparison with similar data in other regions and in Ukraine as a whole.

4. The algorithm for implementing the strategy of sustainable financial provision of competitive agricultural production includes blocks of what needs to be done, but the practical mechanisms for achieving the goals are not sufficiently specified; in our opinion, the motivational mechanisms for the participation of economic entities in the processes of mixed financial provision of participants in agri-food value chains are not reflected.

5. The publication emphasizes the need for digitalization in the agri-food sector but needs to reflect the definition of the current state of digitalization at the sectoral level.

6. Today, Ukraine is facing the challenges of a full-scale war. In these conditions, the state's role is being transformed, particularly considering the

priority areas for directing financial flows. At the same time, this needs to be presented systematically in the work.

**MYKYTAS ARKADII**, Doctor of Economics, Associate Professor, Professor of the Department of Finance, Banking and Insurance, State Biotechnology University, comments made in the reviewer's review:

1. Dissertation research, like any work related to scientific research on a topical topic, contains debatable provisions that require additional explanations and clarifications. Among these, we highlight the following points:

2. In modern scientific literature, there is a de facto unity of views on the growing importance of human capital in achieving the competitiveness of market supply entities. This opinion is expressed by the author of the work under review. At the same time, the issues of ways to increase human capital in agri-food production still need to be studied, the specifics of which are associated with the significant role of regional localization. Therefore, there is a need to outline specific mechanisms for achieving optimal parameters for developing human potential within the personnel management framework.

3. The consistency of the author's hypotheses and conclusions is manifested in the consistent development of ideas. Thus, the cross-cutting thesis is the thesis of the need to form conditions for rooting the philosophy of sustainable development, which has several practical manifestations. The formation of motivational impulses is a consequence of the pressure of the external environment at the global level. During the review, the question arose about the role of state regulation institutions in this process, the answers to which have yet to be found systematically in the work.

4. There is such a peculiarity in the author's style of presentation of the material when the key conclusions regarding a particular aspect of the study are reflected in different parts of the work while not being generalized into a structured concept.

5. More attention should be paid to assessing the impact of the full-scale war in Ukraine on the state of the agri-food sector. The limited statistical information needs to be more evident. However, without awareness of the current situation, it is possible to formulate practical proposals for a strategy for increasing competitiveness in the post-war period. The author formulates the general vectors of movement, but how to adhere to them under specific pressure and martial law restrictions remains an unresolved question.

6. The system of tools for implementing the principle of inclusiveness in the financial provision of participants in agri-food value chains based on fair and equal access to sources of financial resources and capital markets needs to be clarified.

7. The core of the algorithm of mixed financial provision of participants in agri-food value chains is the center of inclusive financial provision of the agri-food chain. However, its legal status, mechanisms for attracting funds, etc., must be clarified.

However, the above remarks, which to some extent are like wishes, do not affect the overall positive assessment of the work the dissertator performs. The unity of content characterizes the theoretical results and scientific provisions of the dissertation and testify to the author's contribution to economic science.

**MANDYCH Oleksandra**, Doctor of Economics, Professor, Professor of the Department of Finance, Banking and Insurance of the State Biotechnological University, no comments.

**Results of the open vote:**

" Yes " - 5 members of the council,

" No " - 0 members of the council,

"Abstained" - 0 members of the council.

Based on the results of the voting, the Specialised Academic Council DF 073.10.2023 awards Qin Guohe the degree of Doctor of Philosophy in the field of knowledge 07 Management and Administration, speciality 073 Management on the basis of the public defence of the dissertation "Strategic management of competitiveness of enterprises producing agri-food products" held on 05 December 2023.

**Head of the Specialised Academic Council**  
**Doctor of Economics, Professor**



**Oleksandra MANDYCH**