HOLISTIC APPROACH TO THE MANAGEMENT OF INNOVATIVE PROJECTS IN AGRICULTURE: BOOK REVIEW

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This work presents a review of the actual monograph “Economic bases of management of innovative projects of enterprises of agrarian sector: theory and practice” prepared by Professor, DrS, PhD Lesia Kucher. The main provisions of the monograph and its contribution to the development of the modern system of scientific knowledge on the theory, methodology and practice of managing innovative projects of enterprises in the agricultural sector are revealed.

Key words: project management, innovations, innovative management, agribusiness 4.0.

Unlike other branches of economic activity, the agricultural sector as an object of management is characterized by increased risk, uncertainty, spatial heterogeneity, high capital intensity and relatively low investment attractiveness. For example, agribusiness is exposed to a large number of risks: not only those faced by most enterprises, but all risks associated with working with living and organic materials such as livestock, seeds and fresh produce, and their biological processes. Moreover, agriculture is one of the sectors most exposed to many risky phenomena, such as weather, pests and diseases, changes in prices and government policies, volatility in global markets [1]. Manufacturing enterprises face serious challenges due to rapid technological development. In the quest for transformation, innovation becomes critical. However, a careful allocation of resources requires a holistic assessment of innovation projects, including potential, effort and risk [2]. Therefore, in agriculture, compared to other industries, the process of production management in general and the management of innovative projects in particular becomes much more complicated.

So, in the complex of important problems of sustainable development of agriculture related to the search for ways to develop its economy based on innovation and its digital transformation, the issues of organizing the management of innovative
projects taking into account the specifics of this industry are of particular importance. At the same time, modern monographic works on the management of innovative projects in agriculture are extremely scarce in the world. The theoretical and practical significance of these problems determines the importance, relevance and timeliness of the recently published monograph “Economic bases of management of innovative projects of enterprises of agrarian sector: theory and practice” [3] written by Professor, DrS, PhD Lesia Kucher.

The reviewed monograph attracts attention with a combination of features (in particular: interdisciplinarity, complexity, systematicity, structural-and-functional perfection), which give it the theoretical, methodological and applied nature necessary for scientific work, make it original, useful and necessary for the formation of a holistic approach to economic support management of innovative projects in the agricultural sector. This monograph is one of the first books to fill gaps in the literature on managing innovation projects in agriculture, and provides valuable knowledge for managers, lecturers, scientists and other stakeholders.

The structure of the monograph includes an introduction, five chapters, conclusions, appendices and references.

In the first chapter, the terminological basis of the development of the theory of management of innovative projects is formed; the holistic economic paradigm of management of innovative projects of agricultural enterprises was developed and substantiated; the concept of “economic management of innovative projects of
agricultural enterprises” was introduced into scientific circulation, its definition was formulated from the standpoint of activity, process and functional approaches, and a conceptual approach to this management was proposed; the conceptualization of paradigmatic shifts in the management of innovative projects was carried out, taking into account the global megatrends of economic development (globalization, financialization, digitalization, intellectualization, socialization) [3, pp. 16–100].

In the second chapter, the concept of “Readiness of agricultural enterprises to implement and manage innovative projects” was introduced into scientific circulation, its essence and structure were determined, the methodological bases for assessing this readiness were developed and tested; methodological bases for assessing the digital transformation of the agricultural sector were developed by introducing into scientific circulation the concept of “Global index of digital transformation and readiness of countries for agribusiness 4.0” and an approach to its calculation; the methodology of assessing the efficiency of management of innovation project of agricultural enterprises were developed [3, pp. 101–181].

In the third chapter, the trends, current state and problems of innovative activity of agricultural enterprises of Ukraine and the EU countries, the implementation of innovative projects in agricultural enterprises of regions and the readiness of these enterprises to implement innovative projects and their management were estimated and analyzed; the main directions for the implementation of projects and the main economic parameters (terms of implementation, status of implementation, estimated cost, payback period, level of profitability and social effect, industry characteristics and the scale of the sales market for the project) of the most important innovation projects of agricultural enterprises in the studied regions and correlated relationships between them were determined and identified [3, pp. 182–272].

In the fourth chapter, the project of the Concept for the development of management of innovative projects in the agrarian sector of the Ukrainian economy was developed and theoretically substantiated; the methodical bases of development and implementation of the business plan of the innovative agrarian project are improved; the methodological recommendations for assessing the economic efficiency of innovative projects in agriculture was proposed [3, pp. 273–349].

The fifth chapter describes the proposals for enhancing the activities of agricultural enterprises with a low level of readiness to implement and manage innovative projects; the proposed recommendations for financial support for the implementation of innovative projects of agricultural enterprises; the conceptual foundations for improving the institutional and personnel support for the management of innovative projects of agricultural enterprises [3, pp. 350–461].

The author proposed capitalization of land and/or lease rights as one of the innovative (alternative) sources of financing innovative projects in agriculture [3, pp. 408–414]. This is especially important in the context of launching market turnover of agricultural land in Ukraine. In this case, the Polish experience of economic regulation of the agricultural land market may be useful [4].
The results of the reviewed monographic study can be useful in developing concepts, strategies and comprehensive programs for innovative development of agriculture at different levels of management (micro, meso, macro). Also, the results of the study are important for the educational process, since their use will contribute to a better understanding by students of the theoretical and methodological provisions of managing innovative projects in the agricultural sector.

A detailed analysis of the reviewed monograph gives grounds for the conclusion that it has an important place in the formation of the system of knowledge about the management of innovative projects in agriculture. Summarizing, it can be noted that the research results reflected in the monograph are a significant contribution not only to the innovative component of agricultural economy, but also to agrarian economic science in general. The results of the research can be useful to a wide range of stakeholders, but it is especially valuable and necessary for scientists and specialists in the field of agriculture, managers of agrarian enterprises, state bodies and local self-government bodies. At the same time, taking into account the existence of cross-cultural differences in leadership and management of agricultural projects [5], the reviewed monograph lays the foundation for further research and scientific discussions.

References