

The Role of Green and Red Operational Management in the Operational Decisions (A Suggested Model)

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Abstract

The academic study of the contents of Knowledge Operational Management in a recent interest included two directions which are insured by several studies. The first comes under the concept of green operational management philosophically and applicably. And the second comes under the subject of red operational management According to this direction and the concept of models to the concept of Knowledge Operational Management, the researchers found an interest in this study to get ready for showing the factors of integrity between same variations in operation management, and its impact on Operational Decisions.

The model in this study includes the relation between some activity of green operational management (Team work, work participation, mental plan).

And red operational management (Strategic plans guarantee, commitment to strategic goals, tasks and delegated).

The perception of the activity of operational management and Knowledge, the perception of the active management in efficiency and prevents operation management. Then the management is lead to achieve special organized objectives in operation decisions.

Theorists confirmed this relation in the field of theoretic decisions that was embodied clearly in the theory of benefit, through the theoretical review.

According to this we may formulate a model suggested for this study that may be depended upon as a guide for the discussion of the subject of operational management and knowledge.

Keywords: Knowledge Operational Management, green operational management, red operational management, Operation decisions.

1. Introduction:

The subject of operational knowledge occupies special importance which extends to the daily business of most international service and production organizations, which makes it important for private, local organizations to put it into practice [10].

The following study aims at presenting a model which can be followed by both researchers and those interested in “Operations Management” and in particular research teams.

The propositions of the proposed model affect operational decisions by securing and providing knowledge assets which stimulate having creative capabilities and resources regarding to all what is related to such decisions taken by the high management according to its plans in accordance to the “Espoused Theory” [7].

Accordingly, the strategic position of operational goals is what led to the labelling of the management as “operational” and “knowledge” thus the concept of “Knowledge Operational Management” [22] has emerged which is reflected practically when assessing the success factors for many international firms.

To achieve its goals, the knowledge operational management has to clearly formulate the red operational management in addition to having an understanding of the dimensions(variables) of the green operational management and the relationship between the two. Moreover, the relationship and the effect (the Role) [13] between the two managements have

been found appealing to the present researcher, even though it is still ambiguous for many scholars and in particular in the research branch of management operation in general and knowledge management in particular.

Consequently, what has been written about “Knowledge Operational Management” [22], is still in the very limited, theoretical, interest phase. This issue is found by the present research as an important research area that should be tapped on theoretically. Such an endeavor can be taken as an alternative route and a bold attempt to conduct empirical studies dealing with models when discussing the topic of the relationship and the effect (the Role).

Based on what has been mentioned, the following study takes its importance in sketching the foundation of its methodology and taking into account its modest contribution in clarifying the theoretical aspects of “Knowledge Operational Management”, in addition to helping in transforming such theoretical aspects empirically. As a matter of fact, studies in this regard are nearly none-existing; however, this has never been a hindrance for the present researcher in the many attempts taken to study such topics. Therefore, the following study is a partial, modest contribution in a rich field of study.

Trying to study the research adoption framework inductive and deductive we adapt Methodological framework which is as follows:

- 1. Introduction.**
- 2. Define the problem of the study and its importance and its objectives.**
- 3. Green and Red Operational Management.**
- 4. The interrelationship and role between Green and Red Operational Management In Decision operational.**
- 5. Model Suggested.**
- 6. Conclusions and Recommendations.**

2. Define the problem of the study and its importance and its objectives.

2.1. Research Problem: Significant developments in the field of operation management, and in particular when attention started to be laid on elevating operation decisions to the level of strategic management, contributed in making interest in knowledge take its position according to that perspective. Therefore, the concept of operational rationale has seen the light. And so, based on our belief, which corresponds to what has been noted by practitioners and specialists in this field such as “Kubus” and “Boisot”, [3], [25] that sound rationale is of paramount importance in explaining phenomena; however, the over use of knowledge in this situation for having a procedural operational management can be attained by means of the philosophy of operational rationale perspective.

Previous studies have provided an indicative beginning in the formation of an understanding of how the operations are characterized by strategic and tactical, knowledge dimensions. Those studies have also pinpointed the differences between the results attained according to how comprehensive or limited those studies were or depending on the methodology adapted for analyzing and dealing with the researched topics.

Due to the fact that knowledge is regarded as one of the main pillars for the operational activities, it has attained the same characteristics as those of the operations in theoretical dealings.

Those dealings which have strived to confront mixing red operational management with green operational management, and paid close attention to the philosophy whose orientations are employed by the company, let alone its role in achieving the operational decisions [4].

Even though it was not an easy task to find studies that have given the topic the importance it deserves, such studies do not give a clear understanding of how to follow up with the effect of both of the two themes (the red operational management and the green operational management) on operational decisions,[21] and how this affects the results for operation management and production.

As it is known in the literature of operation management that concentrating on the red operational management is futile unless it was fitting for the existence of the green operational management. However, the question of “How this appropriation could be attained between the two parts of the equation of achieving operational decisions?” remains an inconclusive one theoretically and empirically. Thus, the following study attempts to deal with this pitfall theoretically, leave the study model test to the future or to another researcher. Hence, this is what motivated us to tackle [6] knowledge operations from a strategic viewpoint, [1]. Which concentrates on the appropriation between the red operational

management and that of the green in an attempt⁽⁸⁾ to gauge and explain the effect of that relationship, and the role it plays in achieving operational decisions [15]. In other words, our efforts are centered around establishing a model which can achieve the relationship and the role between the red operational management represented by its dimensions “guaranteeing strategic plans, [24] commitment to strategic goals [21], undermining, missions”, and the green operational management (which stands for “team work, work engagement, and mental plan” and then gauging and analyzing how that affect the operational decision which stand for enhancing and designing the by : product development, techniques decisions energy decisions, and facilitation decisions. [14], [23].

Based on what has been given above, the present researcher attempts conducting a study which is serious and seeks achieving a role for both the red operational management and the green one (relationship and effect) in the attainment of operational decisions, which can summarize as follows:

- How do strategic decision makers view knowledge operational management?
- Do high managements in companies have clear perceptions concerning the red operational management which is important for the operational goal when talking about its steps and operational programs?
- Do organizations realize the green operational management, its establishment priorities and order?
- Is there an effective role for the red operational management and the green operational management on operational decisions?

2.2. Importance and Aims of the Study: In the past few decades, the subject of knowledge management operation has been viewed with limited importance in industrial countries, and research in that regard has also been limited even in the theoretical and practical reality of the work of those companies.

We believe that the situation in some countries still faces problems originated from having a clear failure of understanding knowledge operational and how to manage them, in addition to their dimensions, factors and their (the knowledge and operational management) role in such countries. Consequently, this creates our motivation to pave the way for the organizations in such countries to find its competitive position whether locally or internationally.

Accordingly, this study seeks establishing a new conception in the formation of knowledge operational as an interactive-practically-oriented operation in accordance to the relationship-effect impact engendered by the Management of Red Operational and the Management of Green Operational. These together form a shared title of Knowledge Management Operations in a way that leads to creative knowledge potentials and capabilities for achieving sound operational decisions which improves the ability of the organization in realizing operational decisions.

Hence, the following study aims at:

- A. Identifying high management orientations in the organization regarding the Red Operational Management and the Green Operational Management and the extent to which it can be supported and annex in the application process.
- B. Investigating the scientific origins and the theoretical interests concerning knowledge operational, and their management model of the role between the red operational management and green operation management, in a way to formulate and devise ideas we tried to find a common ground for or their mismatches with what the specialists or researchers have concluded, we constructed and the theoretical analysis and model formulate. This endeavor targeted establishing a new conception of what Knowledge Operation Management means, and the practical implications of particular variables related to Green Operational Management. This was implemented in a way to come into terms with and formulate ideas we sought finding their divergence or alignment with the knowledge base of the organization whose perceptions are attained from the theory conceptions during application (Theory In Use) and the (Theory of Espoused) [7] according to a new conception which aims at establishing a new understanding of what Management of Knowledge Operational means. This was done to support the ideas aiming at combining the level of technical knowledge interests, management of Green Operations and the level of strategic that of Red Operations realizing that after having taken an approach which appeals to logic and is based on originating an action course to realize the goals and decisions of its operational which are wanted and successful in developing and achieving a competitive edge [16].

Finding out the role and effect between the two sides of the equation of the Red Operational Management and the Green Operational Management in the operational decision theoretically

C. Diagnosing any variables and the factors related to the Management of Red Operational and that of the Green which bear the most effective impact in the operational decisions.

Due to the fact that libraries in general ones in particular lack thorough applied studies in this field, the following study will contribute, the first place, in conveying the theoretical and model design features of Management of Knowledge Operation represented by the Management of Red Operational and the Management of Green Operational.

3. Green and Red Operational Management:

The current study adopted by the researcher in the diagnosing his problem led to one diagnosis which was determined through deduction and induction trends of senior management on the basic principles "green operational" and "red operational" qualitative variables to the approach of "Knowledge Operational Management", and the extent of support and assigned to a test of [12] the role between them and the impact on competitiveness than operation decisions, the conclusion above can be strengthened by proving the credibility of the model of this study before major change which will be an important pillar in the treatments applied, so have contributed to this study and the model in providing a conceptual framework for the decision maker with regard to identifying the most important decisions in building the efficient management operation. And it will be able to answer the questions raised and raised in the problem of the study.

3.1. Green Operational Management: The function of the green chairman basically includes: stick to the subject [25] make sure that every body understand and participate "work participation" by "Team work" [17] and give instructions on delegated tasks. [19, 20].

The role is created, developed and changed currently in the operations.

Shifts occur continuously when other actors in the group assume responsibility for this function.

In order to best keep up with and capture all the operations and phases in the meeting.

Green manager uses "Mental plan" "in the work technique" during the meetings.

Experience shows that green chairmen who master this technique are of great value to the work.

The green manager is not a consultant of creativity.

The actors must supply the material. They are supported by the service rendered by the green manager.

Responsibility to this function that is merely to constitute a supportive framework to ensure that the divergent operation generated here is not merely is uncontrolled brainstorming.

Thus, what was viewed previously is to account for important dimensions of the necessary

"Green operational management" philosophy and content are a reflection of the reality of actual

One of side Knowledge Operational Management equal and attempt to discover the impact on the performance and improve the operational decisions may not reach the limit inhibitor of the Whole, as could arise from variables or other factors, either by dynamics of environmental variables and their interactions or the impact of various technological developments and the fever of competition, what have been briefed of interpretations and was concluded in purported or extrapolation remains our view, which offers purely theoretical gain credibility in the treatment field.

So, the discriminative variables of the green Operational Management under study are the variables of : team work, work participation, and mental plan.

3.2. Red Operation Management: The role of the red management of the maintain the strategy plans [1],[13] and commitment to them , distribute tasks and check commitment that they are performed, much group work that working in green operational management can go wrong because it leads nowhere .

It all ends up in idle talk. Those that have been allocated tasks shirk the obligation either because they have not understood what it implies or have had the time to do it.

It is the task of red manager to secure progress and cut through.

If the actors after having working within the domain of the green manager have not achieved any serious results the red manager must assume responsibility.

The red minutes from meetings also stipulate the tasks delegated and to whom.

Results are registered progress and paths that must be abandoned are also registered. This also applies to shifts in strategy, allocation of new tasks, proposals for the next meeting and feedback to the group. This possibility is also open to the green operational management.

Based on the above, the researcher did not find exhaustive model agreed by the researchers to Identify a variety dimensional portal "red operational Management for the role knowledge operational management in operational decisions, but we are in the construction of our model study, we tried to focus on points of importance targets that achieve the greatest possible degree of inclusiveness, sponsors that such property is theoretically available to acquire practical importance, as follows:

The discriminative variables of the Red Operational Management under are the variables as follows: strategic plans guarantee, tasks and delegated, commitment to strategic goals [1],[18],[5] .

4. The Interrelationship and Role between Green and Red Operational Management in Operational Decisions

After characterizing and identifying the strategic principles of red operational management and Green operational management to the approach of the knowledge operational management according to what was previously displayed in the past researches and responded to complete the theoretical side to our subject, we offer the concept which we named by the "title" which will highlight the contents "The Role" between the two Axis previously mentioned that the current study in the research problem - targeted mainly searching for a model integrated as much as possible to achieve the fit case among the pivotal study and to answer its question.

(William) [13], points that the subject of the role was applauded by researchers even though it's still in its infancy, especially in the field of operational management or research in the field of knowledge operational management, in this lies the importance of appropriate in this field because it is Shed - Study of the role - light on the possibility to identify the

Components of strategy [19], being studied, and ranges of application in operation management and decisions it organizations, primarily in the inability to achieve compatibility between some of the factors

Thus, what we presented; our appreciation is mainly led to theory Interests widening in Addressing the objective of convenience to come study of (kate) [14] (a significant milestone in this direction by providing a presentation the role schools.

In order to facilitate reference to the two-management operational, they are referred to as red and green management, respectively.

They following summarizes the two management functions red operational: The primary function is to stick to strategic plans and control that task are performed in accordance with the groups social.

Green operational management: the primary function is to maintain the original subject of the group work [22].

Furthermore, to ensure that all members work participates in understand discussions in the group about the subject and the tasks distributed among the participants are formulated in the right way.

And to ensure that the individual participant understands the task for which they are assuming responsibility and that all participants understand why the given task is of importance for the common understanding of the subject and why it will increase the knowledge operation management.

During and in between the action the red and the green manager collaborate and they have role in closely in that they both responsible for co-ordination activities between and prior to the group meetings, red and green management decide in turn according to the given management operational and item on the programming and work plan.

The red and green operational management support the managers based on the social plan adopted by the group.

All members will have or have had the Role of red and green manager. By actively exerting the two operational management, each participant learns about the related problems, what concerns them and which tasks they will commit themselves to undertake.

The two management roles are created based on the fundamental strategic and the role are develop during the entire operational through feedback [7] form group members reflected participation is working toward the management roles. Thus, in the operational the role becomes increasingly detached form the participant's personal management style and understanding of management. [18].

Thus, what we presented; our appreciation is mainly led to theory Interests widening in Addressing the objective of convenience to come study of (Jebrin) a significant milestone In this direction by providing a presentation the role schools, as follows [13]. We have found in the focus on the "Strategy Implementation School" and " Gestalt School" The importance that with our approach concepts to "The Role "in this study to be a way to Improve competitiveness. Including of the posed variables accounted for practically the Pillars of the items of interest in our study the role and may view the concerns of researchers in (lee) found that the best performance is achieved through the role commitment on the one hand and the activities of the organization, strategy framework, and leadership on the other hand [16].The study (Skinner) [13] to a group of American companies in order to achieve the role strategies and decisions between the task and team work the company's success and of operational object and operational management and operational decisions if we want to comply the needs and desires of the consumer [12].

From the foregoing we can conclude that what has been written about the Role between "Green operational "and "Red operational ", is still in the process concerns the theory - and this is what we stated earlier - and which could be adopted is an approach to the establishment of empirical studies dealing with models discussing the subject of the Role.

At this point our study comes to a very critical point which is to measure the "The Role" between Strategies immoral business and the approach to" Knowledge Operational Management "and its impact in operational decisions improving performance and competitiveness.

Perhaps in that we have put forward in parallel with contemporary research in the area of interest in our study.

For (Cleuck), [9] he accompanied it with activities; production development, facilities, personnel, techniques, research and development, organizational structure, energy. In this context, (wheelen and Hunger) [3], proposed three variables essential in the analyzing and diagnosing the strengths of the business which is the energy, facilities, production, personnel techniques.

On these basis researchers, found in (Wheelen and Hunger) and (Cleuk) contribution to the unification, the following: production development, facilities, energy, personnel techniques. of efforts in the company in a framework that includes all activities which, in addition to its application that works in different businesses, keeping the objective and subjective present to the operational decisions.

5. A Model Study

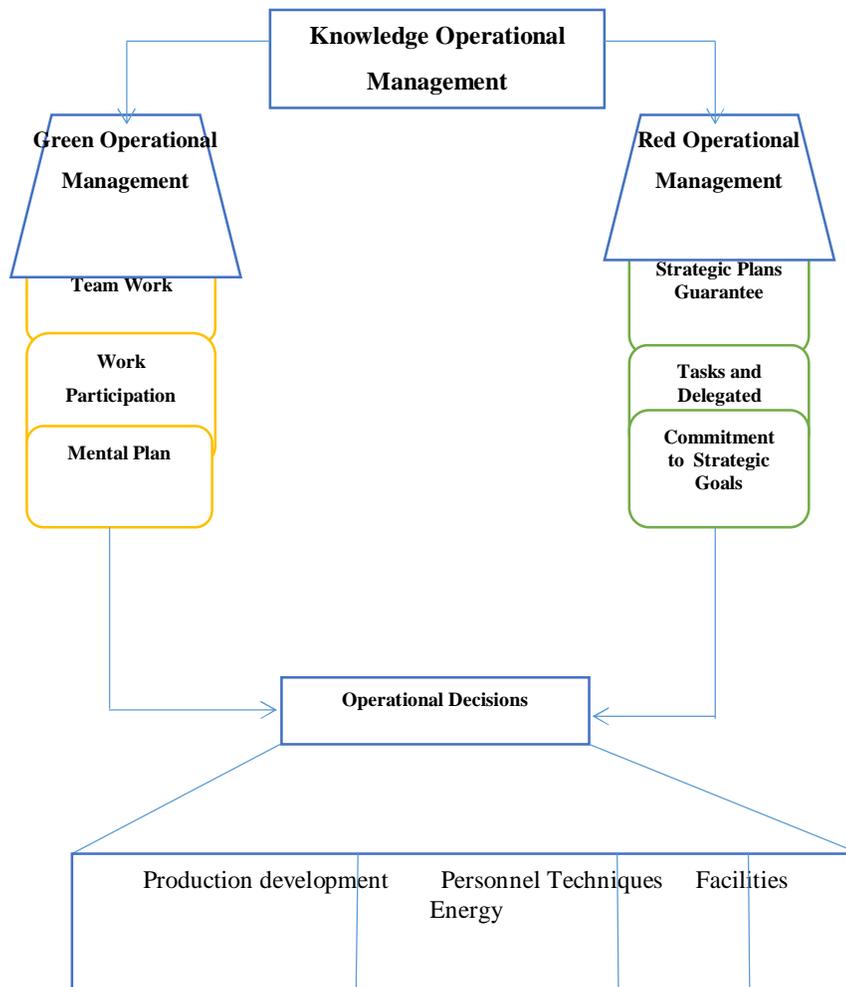
The study of basic research variables elaborated in [Figure \(1\)](#), which represented the basic principles of green and red operational qualitative variables and dimensions to the approach of Knowledge Operational Management, as clarified by researchers earlier, required the establishment of a model reflecting the potential for the role them with the measurement of the impact of these the role to improve performance and competitiveness, and our direction in the formulation of the model is based on the following assumptions:

5.1. The possibility to measure each of the strategic principles of green and red operation ever Dimension to the approach of Knowledge Operational Management and community sponsors Or solo, is such aspect available in theory it gained the importance in the treatment of applied field where there are requirements of the study and areas of application.

5.2. The consistent of variables with environment characteristics, the researchers require the preference of some study parts to be applied in industrial organizations.

5.3. Comprehensive model and the possibility of testing.

Fig 1 Study Model



6. Conclusions and Recommendations:

This study represents an effort modest by the researcher to answer the questions the problem Of the related study towards the characterization of a central core principles "Red operational management" and Green operational management "to the approach of the knowledge operational management" which have been submitted in accordance with the methodology of studies of fundamentalism, was intended to researcher, first, expand the theoretical knowledge existing in the field of "Operational Management" and "Knowledge management" in the potential attempts to apply the field, and second, to provide scientific information that benefit management companies in taking the necessary decisions on the "The Role" between the principles of red operational management and green operational management and the reflection in improving the performance and competitiveness in filed operation management accordance to the "Espoused Theory . Through the extraction and stability we have diagnosed and determine the reality of the axis Variables of the study above, in addition to the diagnosis and identification of indicators to improve the decisions operational.

Based on the diagnosis, the current paragraph is the epitome of the efforts of the researcher, Including the findings of the study results and conclusions of the theoretical basis for it; it is Also, at the same time representing the base for the development and formulation of Recommendations:

6.1. Conclusions: These include a summary of the theory of concentrated as follows:

6.1.1. That the study methodology in light of contemporary concerns centered in two-way, First, deals with what lies beneath the concept of "red operational management and " green operational management to the approach of knowledge operational management, the philosophy and application, and based on this concept in the framework of concepts and modern models to the concept of "The Role" in theory between the axis and their impact on improving the improve decisions operational.

6.1.2. There is a need to link the central red and green operational management and the approach to knowledge perational management, or to say that there is a missing link between the two Axis, can be achieved through the Integral framework towards achieving the "The role" between the two Axis, which is an important pillar in the work, objectives and plans required to improve the performance and decisions operational.

6.1.3. The process of identifying variables and dimensions to the entry of " knowledge operational management" of the most prominent responsibilities of senior management, which should derive from the nature of the events and activities and objectives of the strategic planning Process for the company thus its decisions.

6.1.4. The study confirmed that the approach which was adopted by the researcher in the diagnosis of his problem led in the light of many of Administrative Studies, who paid attention to its subject in a precise diagnosis of the trends of the organizations and senior management on ethical principles the fit to the dimensions of knowledge to the entrance of operational management with the strongest effect in improving decisions operational which have been developed a group for the purpose of the questions to be answered, the results reported that these questions are designed objectively and accurately, as most of the analysis found the answers to these questions.

6.1.5. The conclusion above can be supported, through the credibility of the model study, as Achieving and addressing the problem and objective of the study to identify how to follow up on each Axis on the decisions operational, also to give an assessment and weight to the issue of "The role" with each other, so contributed to this study provide a conceptual framework for the decision maker.

6.1.6. The study confirmed the reliability of the variables "strategy plans guarantee, tasks and delegated, commitment to strategic goals, to represent the basic principles of "Red operations management". Diagnosed as study variables "Green operational management, Team work, work participation, mental plan" to represent totally the dimensions of knowledge operational management.

6.2. Recommendations: supplemented to the imperatives of the study, we will discuss in this paragraph, a set of recommendations and proposals that can help department's researcher to Improving decisions operations through the achievement of the role between the principles of red and green operation management of the knowledge operation management, and that relying on the results and conclusions of study raised previously as follows:

6.2.1. Importance of adopting a model illustrated by the study in the light of the different Assessment activities and variables in accordance with red and green operational and dimensions the role between its tow axis, improving performance and decisions cannot be done in isolation from the relationship between those variables.

6.2.2. The researcher recommends the need to detect and diagnose accurately, and other variables studied addition to these variables and elements and determine their impact in improving performance and decisions operational.

6.2.3. The study proposes the, "the fundamental principles of operational management of the "knowledge operational management" based on proposals theoretical frameworks to the entrance of selective red and green operational include (

strategy plans , tasks and delegated, commitment to strategic goals) and the human rights entry and the theory of distributive ,(team work, work participation, mental plan), and insight into the contents of the philosophy of“(Theory In Use) and the (Theory of Espoused) ” to address one of the Axis the "The role" to the approach of knowledge operational management , and corporate business to have an objective point of view to accommodate these principles, which affect the possibility of improving the decisions operational.

6.2.4. An attempt to harness the indicators to improve “decisions operational”.(Production development, personnel techniques, Facilities) and for the benefit of the development organizations in the competitive position that is consistent with perceptions of future.

6.2.5. Within the framework of future studies, this study suggests the need for studies that represent an initial attempt to the areas of new knowledge within the fields of operations management in particular, with regard to the concepts of principles of red and green operational management them dimensions and variables to the entrance of knowledge operational management and this is a necessity to repeat this study and its dimensions or add other variables in the industrial or service sectors may be preferable to use the model adopted in the study, in order to work on solving the problems of these sectors in improving the operational decisions .

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