

**Effective Class Management: A Study to Enhance Education
System**

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Abstract: Classrooms are the factories where students are created, enhanced, become a better person than a mediocre or less mediocre human, learn ethics and morality, gather specific knowledge and make themselves ready for what they want to be and how to reflect themselves in the mirror of the world according to their goals and desires. For this reason, the scope of education is very widespread. Furthermore, the application of different topics and courses in the life of a human is not the same in various ages of their life. To make education effective, it is highly necessary to apply the things that suit people appropriately with their appeal, necessity and exact age. This research paper is based on the logical explanation of the definitions of education, classroom and its components, knowledge and skill, figures for apparent understanding, the elaboration of educational phases of human life, the ways to ensure an effective classroom and finally, the composition of an operative teacher and a dutiful student.

Keywords: Education, Knowledge, Classroom, Effective classroom management.

1. Introduction

Effective education has become a need of the day. It refers to the degree to which schools accomplish their educational objectives. Teachers play a crucial role in shaping effective education (Hattie, 2009). Effective teaching and learning cannot occur in poorly managed classrooms (Jones & Jones, 2012). The approach to ensure effective class management and to enhance the education system is an ancient process. Even at the time of Plato-Aristotle, they tried to make it boundless and useful by combining education with other measures such as physical exercise, music etc. Their institutions are known as the “Academy” and the “Lyceum”. After a certain age of learning, completing the basic education, it was not bound for the people to study more if they were not interested or capable of. They could get work according to their capacity during the platonic era. These theories emerged at the very beginning of the term called “Knowledge”. Even, Socrates said, “Know thyself” which means know yourself, discover what you are and it will fulfill your knowledge and education. At the middle age, educational institutions were apparent mostly with the emphasis of religious practices where the classroom was a place of education with a concordant way which included group study and discussion, travelling and visualization, scientific practices, innovation of knowledge and so on. But, with the discovery of religion as a way of life only and its separation with other branches of the state, education in classrooms became purely academic and boundless. Although, at the initial time of a human, the impact of religious study cannot be denied because it teaches values, ethics and morality. Moreover, the truth must be cleared to themselves at a certain level of life when they truly know who they are and what is the purpose of their life. Now, along with the religious study at the elementary level, other branches of knowledge are more emphasized to people and at a major time of their life where education

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and classrooms are based on innovation, skill and development only. From early life to the end, teachers must ensure the ways of education in a pellucid way where the students do not feel bored or exhausted, rather they find it interesting and fun. With the rise of technology, modern science and improved mechanisms in human psychology, education by teachers is done by several methods and techniques to make it effective and impactful throughout their life.

2. Methodology

The methodology of this research paper is grounded in a theoretical approach that integrates historical perspectives, educational theories, and an extensive review of existing literature. The study begins with a comprehensive literature review that examines key texts and seminal works from both historical and contemporary sources. This review traces the evolution of educational practices and class management techniques, highlighting significant changes and enduring principles over time. Historical analysis plays one of the key role in this methodology, exploring how different educational eras have approached the concepts of education, knowledge, skills, and classroom environments. Primary and secondary sources are analyzed to identify milestones in the development of class management practices and their impact on education systems. The theoretical framework of the paper is informed by various educational theories, including constructivist, behaviorist, and humanist approaches. These theories provide a foundation for exploring effective class management methods and techniques, as well as the characteristics of effective teachers and dutiful students. The framework helps to contextualize the analysis and draw connections between historical practices and contemporary educational needs. Conceptual analysis is employed to define the components of a proper classroom and elaborate on the educational phases of human life. This involves detailing the physical, social, and emotional

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aspects of an ideal classroom environment and discussing the necessity of specific courses and knowledge at different stages of life. Through this analysis, the paper aims to provide a clear understanding of what constitutes effective class management. Illustrative figures are used throughout the paper to visually represent key concepts and findings. These figures include a vision of classroom layouts, difference between education, knowledge and skill, functions of a proper classroom and illustrations of teacher-student dynamics, which aid in the explanation and understanding of complex ideas. Philosophical inquiry is also a significant component of the methodology, exploring the deeper meaning of education, knowledge, skills, and classroom dynamics. Reflecting on the purpose of education and the roles of teachers and students, the paper integrates philosophical perspectives to provide a holistic view of effective class management and its impact on students' development. The findings from the literature review, historical analysis, theoretical framework, and conceptual analysis are synthesized to develop comprehensive recommendations for effective class management. The study articulates the characteristics of proper, effective, and accurate teachers and dutiful students, based on the synthesized insights. Overall, this methodology leverages historical wisdom and contemporary insights to propose strategies for enhancing the education system and supporting the holistic growth of students.

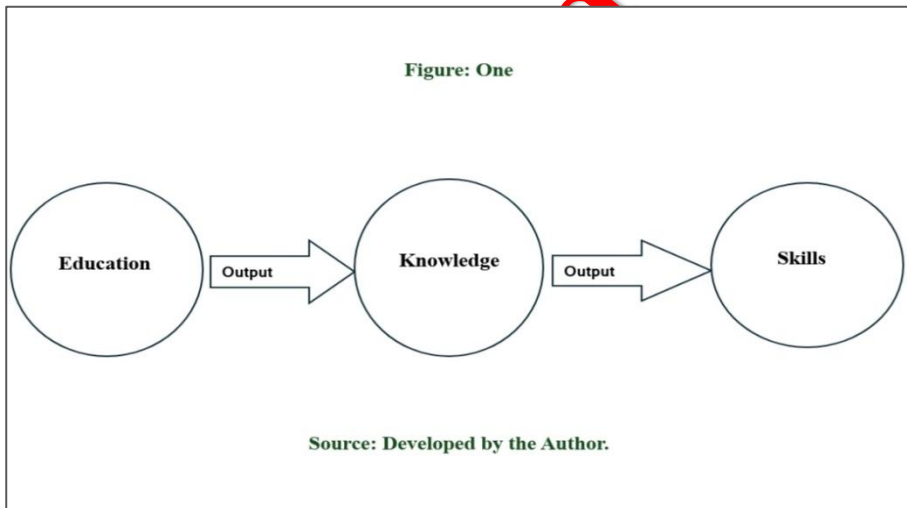
3. Definition of Education

Education means a systematic approach on a particular topic or course to make someone fully understand about it by a certain organization or person within a proper environment and infrastructure. More briefly, it is an enlightening experience on a definite matter by an instructor. It is a formalized process with a view to having an output. Education is an indispensable, powerful and reforming tool for personal and social developments. Almost

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every country in the world takes education as a game-changing investment for national development because it is expected to produce the required quantity and quality of human resources for the socio-economic growth using the right mix of inputs and have an emerging output. When an educational system lacks efficiency in the management of its resources like classrooms, this leads to failure of the educational industry to produce the required number of successful school leavers with a time frame. When this happens, wastage occurs (Ngerem, 2015).

4. Education vs Knowledge vs Skill

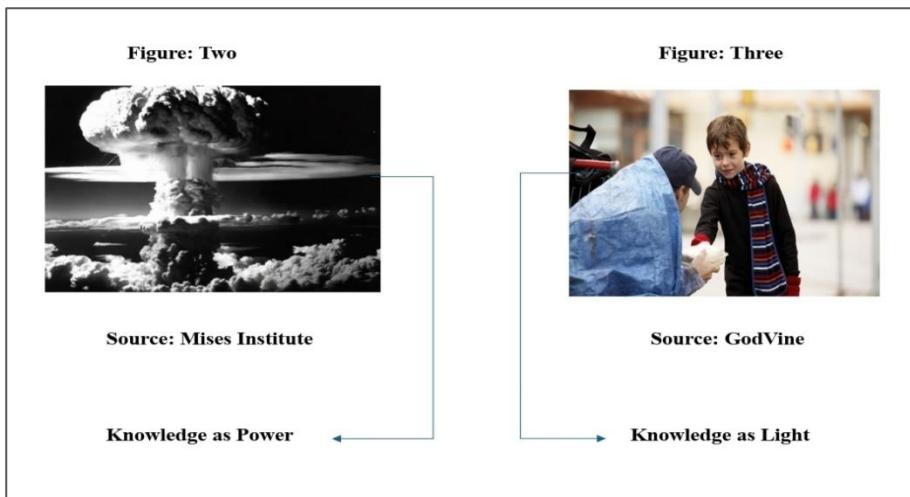


Education is a formal process to make someone obvious about a certain matter. On the other hand, knowledge can be defined as the result of education. Knowledge is more deeper and self- realized perception on a subject. There is a demonstration of education which is known as “Certificates”, but knowledge cannot be certified or seen, rather it can be observed or realized by the thoughts, behavior, attitude and output of a human. So, every educated person is not a knowledgeable person unless he or she has the deepest comprehension of

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anything. Formally, knowledge can be regarded as the theoretical and practical understanding of a subject. Again knowledge can be separated by two terms including:

1. Knowledge as power and
2. Knowledge as light.



Knowledge of something can be destructive sometimes such as the invention of an atomic bomb or other masterminded discoveries that result in negativity and this type of knowledge can be regarded as power. On the contrary, every positivity is a part of knowledge as light. Education is an institutional term and it is a collective approach which can be done by an instructor, but knowledge can be acquired by the person himself as well by observation and realization. So, it can be said that knowledge is the output of education. Moreover, knowledge is rather a philosophical and psychological term. Furthermore, education is a broader term and it is not confined to philosophical or psychological knowledge only. It has other branches such as technology, engineering, applied science and many more. The implementation

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of knowledge in case of social science studies can be visible by research in this field, policy-making, innovation and application of theories etc. When the education in the applied levels becomes fulfilled and a person becomes knowledgeable then it can be regarded as the “Skill” on a certain topic of a particular person in case of his application of the acquired knowledge. So, knowledge is the output of education and skill is the output of properly acquired knowledge.

5. Definition of a Classroom

A classroom is a medium to distribute education. In a formalized way, a classroom is a place where students get stimulus to achieve something in a disciplined and just way from a collective or co-operative situation whether it is materialistic or idealistic matter by several mentors called teachers within an appropriate environment and infrastructure. According to Kyriacou (2004), the classroom is the meeting point for teachers and students where curricular activities are implemented. Classrooms are official or public learning environment situated in schools. Classrooms are particular kinds of environments. They have distinctive features that influence their inhabitants no matter how the pupils or the desks are organized or what the teacher believes about education (Dorman & Adams, 2004). But, in childhood, it can be regarded as a “Moral and Basic Institution” because the sense of etiquette and manner, ethics and morality has to be taught at the early level of a human to make it fruitful in the other parts of their life. Family is also an informal classroom for this period of life. After childhood, it can be regarded as a “Combined Institution” where a human will learn the basics of every part of knowledge and after learning them, he or she will decide that with which sectors they will carry out their whole life. After the phase as a combined institution, a classroom can be described as a “Career Oriented and Rational Institution”

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because in this period of life, a classroom is not only a place to know but also to let others know about one's perception of something new and different. Again, the knowledge of this time is used to feed one as well and that is why it can be called a career oriented institution.

6. Components of a Classroom

Oyira (2006) argues that interpersonal relationship is the reciprocal behavior that occurs between individuals, such as exchanging information, expression, and mutual activities. A good classroom environment must be well ventilated, fully supplied with chairs and desks, an adequate spatial arrangement, a sizeable chalkboard, good floors, beautiful walls, and lightings (Kolawole, 2004). A classroom can be any place where people learn something from someone or something, but in a formalized way, a classroom is the combination of six major components including:

- I. Students.
- II. Environment.
- III. Infrastructure.
- IV. Teacher.
- V. Psychological alignment between student and teacher.
- VI. Motivation.

A classroom without any motivation of listening to the teacher's words attentively, cannot be described as a proper classroom. A teacher is the harbinger of motivation in his or her class which will ensure the psychological alignment between the students and the teacher. A classroom can only be

effective when it has the proportional perfection in case of application of each component.

7. Educational Stages

The necessity, capacity and ability of acceptance of education are not the same in the different time of life of a human. For this reason, the educational stages of human beings vary according to their age and it can be divided among three major phrases including:

I. The Primary Stage (6-11):

Humans are emotionally habituated beings. Most importantly at the initial phases of their life, they tend to imitate the behavior and attitude of their surroundings. So, in this level of education, it is necessary to ensure some criteria. Those are given below:

a. Sound Environment of a Family:

All the family members will have a healthy relationship among themselves and no negative impact of their relationship will be put on the proper growth of a children's mentality because any wrong impact of this time will hamper a child's psychological situation throughout his life.

b. Emphasizing Ethics and Morality:

Religious practices, other societal norms and rituals, respecting and obeying the law of the country, symbolic obedience and practices and other moral practices are very necessary in this level of education both in the educational institution and family.

c. Introducing Different Aspects of Education:

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A child is full of different possibilities. So, the guardians along with the instructors need to introduce them with different aspects of education so that they can choose what they want to be.

d. Listening to a Child's Desire:

Nothing can be achieved or be fruitful if there is pressure or it is against the willingness of a child. So, it is highly necessary to listen to what they want to be and also to prioritize it.

e. Giving Appropriate Opportunities:

It is a matter of fact that a child's opportunity to be something dies only for not giving proper infrastructure support. So, a child must be provided with the appropriate opportunities and be engaged in extra co-curricular activities at the right time of their life.

II. The Combined Age of Education (12-16):

This is a crucial time of the life of a human when he or she starts to show their possibilities to be something. In this phase of life, a human has to be introduced with the basics of every education and knowledge because no one knows what probability lies within. Again, as it is a rising time of their life and they tend to be driven by curiosity, it is very important to let them be aware about the harmful things of the world. Moreover, a family has to play the most pivotal role here. They must be kept busy in different creative works that they like. The most significant thing of this age is "To Keep Good and Productive Company". The bond with the positive ones results in positivity. So, parents and other institutions related to a child must be aware of this situation. Again, a healthy environment of a family and proper support of infrastructure and opportunity has to be ensured. Furthermore, engagement in several co-

curricular activities along with education is highly recommended at this level of education that will include sports and physical activities because “Sound mind lives in a sound body”, creative and innovative programs and so on which will ensure the sound growth of a human being.

III. The Rational and Career Oriented Level (17-24):

Within this period of life, a human tries to differentiate between the right and wrong, meaning he or she is driven by rational justification of their mind. In addition, after getting introduced to different types of sectors of education, they choose what they are capable of and what drives their passion for that division. In this level of education, their education is done to turn their acquired knowledge into efficiency and skill to ensure a livelihood. People are free to think from their own perception and to accomplish impossible things at this level of education. This age is to know one’s capabilities, test it to the world and to gather vast experience.

Figure: Four



Source: Parmetech

8. Effective Classroom Management

The urge to ensure effective classroom management is quite visible with the rise of the terms classroom and education. The prosperity, the HDI (Human Development Index) along with other development of a nation depend on how soundly and effectively they have ensured the proper class management and education of their students within an appropriate environment and infrastructure. Scientists, especially, psychological scientists and education experts have been researching to find ways to ensure effective classroom management. There are several ways to assure an effective classroom with enough and impactful attention of the students for their further education and success in the long-term perspective. The effective classroom focuses on preventive rather than reactive classroom management procedures (Lewis & Sugai, 1999). Teachers, however, also frequently use reactive strategies (e.g., punishing disruptive students; Shook, 2012), whereas it is unclear whether these strategies effectively change student behaviour. This may be caused by a lack of knowledge about the effectiveness of preventive strategies or by the lack of belief in their effectiveness (Peters, 2012). Teachers do not always believe in the effectiveness of particular strategies despite the sufficient empirical evidence that the strategy has been implemented successfully in many classrooms (Smart & Brent, 2010). However, daily practice in education has been changing rapidly. It is increasingly characterized by student-centered approaches to learning, with a large emphasis on students' meta-cognitive skills (Dignath, Buttner, & Langfeldt, 2008) and cooperative learning (Kagan, 2005). Moreover, more and more technology has been used for effective classrooms, such as interactive whiteboards, tablets, and laptops (Schussler, Poole, Whitlock, & Evertson, 2007). These changes most likely have had a significant impact on the demands placed on teachers' classroom management skills. The

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pathways and methods to ascertain an effective and operative classroom for both the students and teachers are given below:

a. Participatory Method:

A classroom is not confined to a teacher only, but also some students. A teacher needs to apply some methods to ensure that his or her students are also part of the class. It is not a one sided function. If a teacher speaks all the time in a classroom then the students will feel that they are detached from the operation. A teacher can assure a participatory classroom by asking them any questions, listening to their thoughts about a certain topic, arranging several course related competitions, organizing dummy classes and presentations on several topics by the students and so on. The main concept of this method is to make a class purely interactive for the students.

b. Presenting Real Life Examples:

Education can be more effective if a teacher can introduce any real life examples in front of the students through his words or by digitalized presentation. For example, a teacher is taking his class on World Wars. So, if he can present any video or picture of the wars and elaborate it to them then it will be a very effective class for them.

c. Ensuring Equality:

From the last row to the first, a teacher must be aware whether each and every student of his is properly attentive during the class. He will not prioritize to anyone or any side more or less because it creates a bad impact on the psychology of a student. Everyone is equal to him in case of providing education or any other opportunities.

d. Special Care for the Weak Ones:

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A teacher is an illuminating light for the students and it is his duty to find out who is not properly attentive and is careless in his classroom. After finding them out, a teacher will provide extra time and care for them to keep them equal with the rest of the students. More intensive programs may be needed for some students as identified by Kratochwill, Droops, and Blair (2015) such as establishing and sustaining an orderly environment in the class, increase meaningful academic learning, facilitate social and emotional growth, and decrease negative behaviors.

e. Maintaining Appropriate Teacher-Student Ratio:

A classroom must consist of that number of students with what a teacher feels comfortable with. Not more, not less. An appropriate number of students should exist in the classroom so that a teacher can take the highest care of them and ensure effective education as well. In the under-developing countries, the number of students is very high in a classroom and that is why the teachers face terrible problems there to find out who is inattentive, to provide equal effective education to them and other major problems. With the help of proper infrastructural support and economic aid, the good will of the authority and accurate appointment system of the teachers can put an end to these problems.

f. Technological Availability:

The gifts of modern technology that enrich a classroom must be available for the proper enlightenment to the students such as a projector that can be used to show different examples and educational videos and pictures. In the upper level of education, more advanced technologies must be available in a classroom to make it fruitful for them, for the nation and broadly for the world otherwise it will all be in vain.

g. Accurate Appointment System of Teachers:

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To ascertain effective class management, all the teachers in every level of education of a certain country must be appointed to teach the students in an accurate appointment procedure such as testing their abilities by arranging dummy classes and other strict methods related to the profession of teaching. After appointing them, they must be trained for several times as well for effective class management.

h. Diversified Presentations with Motivation:

It is not possible for the students to pay attention to a single topic uninterruptedly. Studies say that a person can keep their attention only for 5-10 minutes continuously on a definite matter. After that the mind thinks of any other topic rather than the matter on which he has been putting his attention. It is a generalized term which varies from person to person according to their willpower and concentration. For an impactful education, this other topic in the mind of a student has to be produced by the teacher if he wants to create a continuous flow of learning and teaching. Otherwise, the students will be out of the context that they were learning for thinking side matters. A teacher can relieve their boredom and can bring them back through a productive side thinking by showing them any funny or educational videos, arranging any indoor physical exercise, asking them any questions, surprise test and by applying other unique methods which will let them think anything else from the main discussing topic of the class. Furthermore, a teacher is a source of motivation for the students. Every word of him in the classroom will ignite the flame of motivation inside the students. Every sentence of him will pursue a message for a lifetime. Actually, education can only be effective when it is done through fun, not by imposing any burden. So, it is the duty of an effective teacher to make his lessons interesting to the students.

i. Arranging Co-curricular Activities and Awarding:

Besides teaching a certain topic only, a teacher needs to organize different competitions related to the course and outside of the course which will enrich their creativity, several indoor and outdoor games that will keep their body sound and other innovative programs for their proper mental and physical growth. It is proven that awarding a student increases his hard work to achieve more. Awarding not only influences a student to learn and work more, but the entire class to achieve something by showing their knowledge, innovation, hard work and creativity. So, the teachers and the institutional authority must award students by several competitive programs. It is also apparent that only after declaring a competition with awarding increases the hard work and desire of the students for education. Teachers should encourage their students to be creative throughout each lesson. Creative activities allow students to express what they have learned in a new way. These synthesizing and personalizing of knowledge consolidate learning and create an experience that remains with students long after the class. It concretizes the lesson taught (Nicholas, 2013) <http://www.teachthought.com/learning>.

j. Psychological Alignment between Students and Teachers:

At first, in a classroom full of students, a teacher must analyze the psychology of his students. Most importantly their desires and the methods that they want to be taught and will be most comfortable with. For example, the strategies of a Chemistry teacher will not be effective in the class of Psychology. So, students need to feel that the teacher is one of them who can align with everything that they cherish inside them and only then education will be participatory, fun and effective. In this case, mutual respect is everything. A

quality essential to a psychologically comfortable classroom environment is mutual respect (UNESCO, 2006).

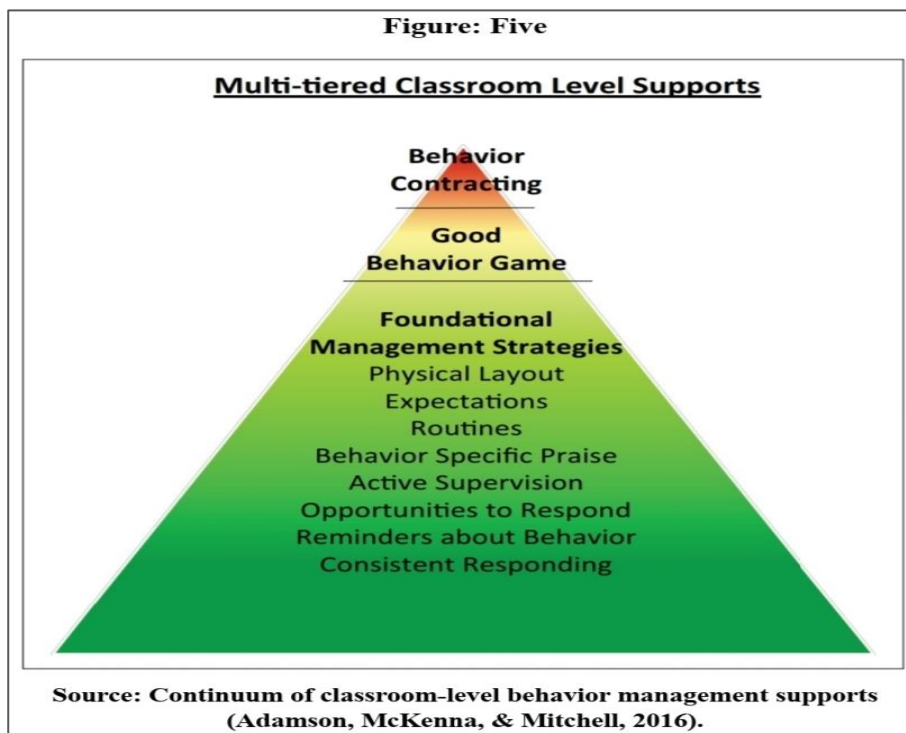
k. Compatible Infrastructure and Balanced Environment:

The pursuit of effective education will not be fruitful if there is any lack of proper infrastructural support and any disturbance from the surroundings of the students. For example, a group of students are attending a class where there is scorching heat of the sun or they are having any trouble with proper accommodation in the classroom and facing disturbance from the outside of the classroom where a group of boys are singing loudly together. In this case, the output of education will not be converted to knowledge because they could not pay proper attention to the classroom. The proper infrastructural accuracy and balanced environment must be ensured by the certain educational authorities.

l. Influencing Students by Good Qualities:

Students are totally imitative by the gift of nature. Most importantly in their initial time of life. To make it more clear, they tend to follow their teachers and other elderly people. If a teacher cherishes the good qualities of etiquette and manner such as honesty, integrity, appropriate ethics and morality and influences his students as well to wear those by real life examples and other effective techniques then they will be inspired from him for sure to be a good person. Class management systems are effective when they adhere to three basic principles of (Brophy, 2006, pp.39-40) which are emphasizing student expectation for behaviour and learning, promote active learning and student involvement and identification of important student behaviors for success. The complete work of Mitchell et al. illustrates the effectively manageable environment and procedures of a classroom from the perspective of a teacher.

He or she must be conscious about these points while taking a class. The figure which is developed by them in this regard is given below:



Firstly, the ~~control~~ of behavior is very necessary for an operative classroom. Controlling their behavior by several means can increase their concentration for engagement in a classroom. To hold this level of concentration and make education effective for a long term perspective, a teacher needs to take other major initiatives such as physical layouts, routines, behavior specific praise, active supervision, reminding about behavior, consistent responding etc.

9. Composition of an Effective Teacher

The streaks of his or her face indicate hundreds and thousands of unknowns. The bright scintilla of his eyes creates a cloud in the mind of the learners that prevents them from concentrating on anything other than his words. He knows that single-minded devotion is impossible all the time and that is why he brings variety to his words. A traditional teacher gives importance to those who sit in the first row and who react the most in the classroom. But a true teacher aims at all participants in his knowledge-room. Especially, those who are weak and careless. The good, the eager will do well. Does oil on the head of the oileds increase the depth of knowledge? Not at all. One will achieve more if he can bring just one student from darkness to light than what he will get by responding to a hundred. This is where the real teacher is worth. A better teacher accepts criticism. He admits it wholeheartedly and works hard to develop to fulfill the demands of his students to ensure quality and impactful education. Another thing is that in developing countries which is very important to consider or determine whether one teacher is becoming completely female-biased to empower them or an old-fashioned male-dominated in the society of students. A righteous teacher is strict about equality. Likewise, he understands the difference between flattery and proper respect. And does not like anything extra. Therefore, if a teacher likes flattering, he should not enter this profession because he loses impartiality and transparency. A teacher is not synonymous with a speaker who will only speak. His class will be highly participatory where everyone has his or her opportunity to share thoughts, questions, speech and it will be encouraged by the teacher to the utmost. This activity will be implemented by protecting the honor of the teacher so that no teacher is disrespected by any student. That is why, a true teacher of knowledge does not impose any opinion on his students. An effective teacher adopts various

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strategies to keep everyone's attention in the classroom, as the best national teacher of Bangladesh for several consecutive times, Dr. Nitai Kumar Saha does in his classroom. He shows various funny or educational videos, some exercises or other means to divert attention from boredom. After all, a true teacher makes his students fit for the classroom. Introduces them to humanity, justice, honesty and many other good qualities that already exist in him because students are imitative by nature. The positivity of his every step strongly attracts a true seeker of knowledge. Finally, a person who teaches only to earn money, will never understand the meaning of this great profession and the main responsibility of the nation he is engaged in is undoubtedly harmful for the society, nation, country and the whole because he will never be devoted to the students nor will his symphony ever touch the heart of the student society, broadly the knowledge-seeking community. So, basically, the good will, passion for teaching and hard work to implement ideas are everything to ensure impactful education from the perspective of a teacher. The use of collaboration by the teacher makes a healthy active classroom which results in a sharing classroom. Students are social beings, and even more so in a cooperative class. The teacher should find every opportunity to allow students to form pairs and small groups. This not only encourages the development of speaking and listening skills, but also teaches students how to effectively achieve goals together. (Nicholas, 2013) <http://www.teachthought.com/learning> . A poem goes to describe an effective teacher below:

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“On Teachers”

Students just come and go,
It's only a never ending flow,
Sometimes it's just fast or slow,
Forgetting each and every row.

But, a teacher who really inspires,
Rummages and touches every corner.
No one is more than equal to his eyes,
His words give life to every learner.

He accepts criticism and develops,
To fulfill his audience's desire.

He comes up with innovations and joy,
To make education boundless and easier.

He's lone enough to set a soul on fire!
Others only talk, but the best inspire.

[Source: Author]

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Classroom management is the bedrock of teachers' activities geared towards the achievement of educational goals. The purpose of implementing classroom management strategies is to enhance pro social behaviour and increase in students' academic engagement (Emmer & Sabomie, 2015, Everson & Weinstern, 2006).

10. Duties of an Actual Student

The teachers are considered as the second most important and respected people in the life of a student after the family members. So, respect for every teacher that an actual student must cherish inside himself. The second most important thing in their life is to keep discipline and sincerity at everything. A good student must consult with his teacher if he faces any real life problem or any problem related to his study. Thirdly, a real student will not stop dreaming. He will have a definite goal in his life. Later, he should plan the visions to achieve it and finally, he will work hard and soul to achieve it. Undoubtedly, a teacher is a forerunner of success for the life of a student. So, it is one of the most important duties of a student to listen to every word of his teacher inside and outside of the classroom. Furthermore, a real student must be conscious about choosing his friends wisely. He will definitely go for the positive and productive people which will result in something big and fruitful. Besides, a student should cherish the good virtues inside him such as truthfulness, persistence, ethics and morality etc. and must abstain from bad and negatively impactful qualities. His perception and finding will be beyond narrowness, rational, justified and broadly impactful for the betterment of the whole world.

11. Conclusion

Undoubtedly, education is the backbone of a nation. The proper application of the education system can shape a country to its perfection.

Classrooms are the formal places where education is provided and this distributed education is converted into knowledge inside of the students which shows up as specific skills of them later on. This research paper upholds the approaches of historical times to ensure effective class management and the actual meaning of education, knowledge, skills and classroom. Furthermore, it also elaborates the components of a proper classroom. Moreover, it describes the educational phases of human life where it has clearly elaborated the necessity of certain courses of education and knowledge in the different times of their life. Most significantly, this paper demonstrates the effective methods and techniques to ensure an impactful classroom for the students. Lastly, it has articulated the characteristics of a proper, effective and accurate teacher and a dutiful student. Five figures are used for the pellucid explanation and understanding of the definite topics. The main focus of this paper is to assure effective classroom management for the sound mental and physical growth of the students from the perspective of a passionate, virtuous and dutiful teacher.

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13. Conflict of Interests

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