

# A Study on Leadership Management, Principles, Theories, and Educational Management

Vipin Jain<sup>1</sup>, Sh Sachin Gupta<sup>2</sup>, Dr. K Tara Shankar<sup>3</sup>, K. R. Bagaria<sup>4</sup>

<sup>1</sup> Department of Management, Teerthanker Mahaveer Institute of Management and Technology, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh, India

<sup>2</sup> Sanskriti University, Mathura, Uttar Pradesh, India

<sup>3</sup> FCAM, SGT University, Gurugram, Haryana, India

<sup>4</sup> Department of Commerce, Vivekananda Global University, Jaipur, India

Correspondence: Vipin Jain, Department of Management, Teerthanker Mahaveer Institute of Management and Technology, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh, India. E-mail: vipin555@rediffmail.com

Received: February 14, 2022

Accepted: March 22, 2022

Online Published: April 7, 2022

doi:10.5430/wjel.v12n3p203

URL: <https://doi.org/10.5430/wjel.v12n3p203>

## Abstract

According to this research, no country can advance above the level of education of its leaders. The goal of this philosophical debate is to look at leadership in a broader context and see how it may drastically enhance school administration. The academic evaluation examines existing theoretical advancements in the area of school administration educational administration. It begins with a brief overview of what leadership is or how research, philosophy, and practice might be used to describe it. After that, there is an examination of leadership theories, ideas, and styles. Every article comes to a close with a consideration of current issues and possible solutions. As a consequence, these writers argue that success may be secured if different types of leadership, principles, and techniques, as well as appropriate educational traditions, educational management, or business policies, are applied appropriately or totally in school administration. It also gives you a chance to fine-tune your methods. Embracing, but also putting into practice, educational leadership's essential concepts and methods. The significance of management or leadership offers a foundation for developing and involving students in educational activities. Regardless of whether and not a teacher takes on a formal leadership role, these qualities can help improve classroom performance. This essay's author discusses educational management and its advantages, as well as leadership management principles. The Future of Leadership Executives may be adhering to outmoded practices that previously served them well but are now strangling the potential of their people, according to a global executive study or research report. To flourish in the new digital economy, organizations must enable leaders to change their working patterns.

**Keywords:** education, employee, leadership, management, principles

## 1. Introduction

Many people think that rather than being born, leaders are made. Expertise, zeal, patience, but also, most significantly, the power to negotiate or collaborate with others to accomplish objectives are all attributes that a good leader has. As a consequence, rather than being born, excellent leaders are bred. The process of building outstanding leadership includes self-study, learning, training, or getting appropriate job experience. They said that effective leadership is based on a strong personality as well as a selfless dedication to the firm. Employees view leadership as whatever a director does that has an impact on the company's or employees' well-being or the attainment of goals. Faith is almost always a need for leadership roles in academia, business, the military, churches, government, especially international institutions since faith is so important in all types of human social groupings (V. Bhatnagar, J. Ranjan, and R. Singh 2011, S. Sharma, A. D. Sharma, M. D. Arif Naseer, and R. Singh 2011).

Leadership is a kind of responsibility that requires using current resources (humans or material) to accomplish certain objectives while preserving organizational cohesion. According to analysts, leadership is the process by which one person drives a team of everyone to achieve a common goal. An effective leader is important to the success or longevity of a nonprofit organization, according to this study. One of the most well-known yet

misinterpreted notions in the globe is leadership. Academics argue for a variety of leadership styles over time since there is no such thing as uniform management styles. Regardless of leadership styles, a good or successful leader inspires, encourages, or takes actions to assist members of an organization in achieving their objectives. Poor leadership, on the other hand, does not add to the organization's growth but might obstruct the achievement of organizational goals.

1.1 Leadership Theories

There are rough as many distinct views about leadership while there are distinguishing characteristics between leaders or non-leaders, but there are about as many different perspectives on leadership because there are distinguishing characteristics between leaders or non-leaders. While most new studies have drifted away from feature or public appearance theories in favor of a particular situation theory, which says that the leader's actions determine the circumstances in which control is now exercised, all components remain the same. Can be categorized into three categories. Governance as a procedure and the relationship, leadership as a complete group and personal traits, or leadership as a specific behavior. According to the most commonly recognized leadership theories, leadership is, in part, the act of persuading a group of individuals to accomplish a shared purpose. The early twentieth century witnessed a huge growth in academic interest in leadership, thanks to the identification of eight important leadership theories.

Management or leadership are two terms that are often used indiscriminately. It's vital to understand that strong management is necessary for excellent leadership. Exceptional management conduct, as seen in Figure 1, focuses on establishing an environment in which each individual may grow and succeed. The ability to inspire or encourage a group of individuals to accomplish a common goal is characterized as leadership. One formal type of influence is the advancement to a managerial role inside a firm (according to Nathan J. D. Church) (N. J. Hiller, L. A. DeChurch, T. Murase, and D. Doty 2011).

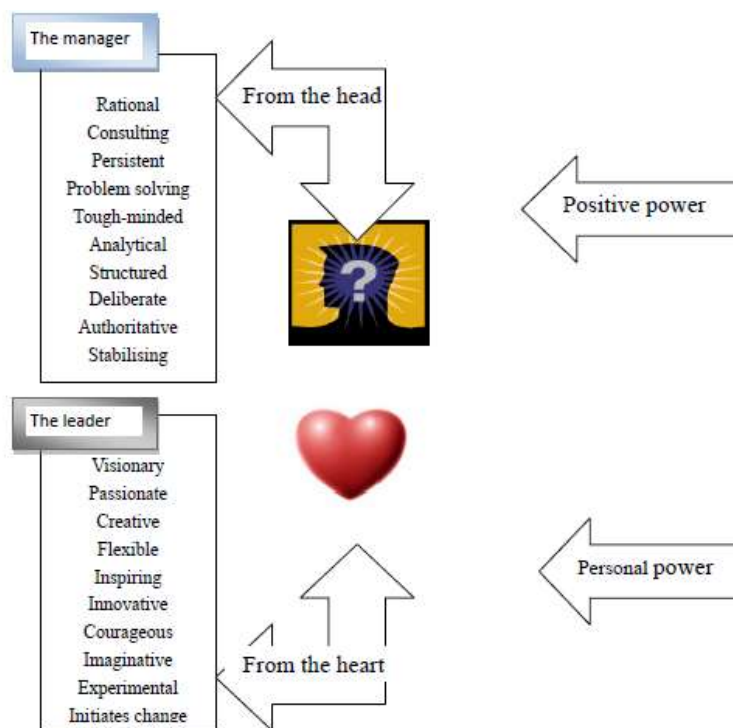


Figure 1. Illustrate the Characteristics of a good leader and management (R. N. Amanchukwu, G. J. Stanley, and N. P. Ololube 2015)

Imaginative, passionate, resilient, creative, inspiring, innovative, daring, imaginative, experimental, or change initiator visionary, resilient, passionate, creative, inventive, inspirational, imaginative, brave, experimental, or change initiator It ought to be. The authors claim that their research was inspired by the assumption that no country can outperform its educational leaders or managers (Ronald and Busse) (B. Ronald 2014). The writers gave a reasonably detailed study of theoretical investigation undertaken on the necessity for the African nations, particularly Nigeria, to

change in this theoretical argument. This discussion focuses not only on what educational leadership is, but also on its influence on school administration, instructors, and students, as well as the role it plays in addressing the difficulties that educational institutions face. The general goal of this theoretical argument is to look at the larger environment in which leadership decisions are made to enhance school administration (S. Sharma, V. Vijayaraghavan, P. Tandon, D. R. V. Kumar, H. Sharma, and Y. Rao 2012, S. Shukla, A. Lakhmani, and A. K. Agarwal 2017, N. C. Joshi, Z. Ahmad, S. K. Mishra, and R. Singh 2011)

#### 1.1.1 Theory of "Great Man"

According to great man theories, leadership aptitude is natural, as leadership attributes are inherited rather than acquired. Leaders are often represented as heroic, legendary figures who are predestined to rise to power when it is necessary for these concepts. Because leadership, especially military rule, was seen as primarily a male trait at the time, the epithet "great man" was coined. According to the attribute hypothesis, which is comparable to the concept of the great man in certain ways, people are born with unique qualities or traits that make them better suitable for leadership. Leaders, according to trait theories, share several behavioral and personal qualities. Many individuals have questioned this view, claiming that if certain attributes are crucial components of leadership, how can they convey it to those who have similar features or are not leaders? Scholars ultimately resort to paradigms in quest of novel explanations of leadership effectiveness due to differences in the link between leadership traits but also leader effectiveness (J. Rai, R. C. Tripathi, and N. Gulati 2020, P. S. Matreja, J. Kaur, and L. Yadav 2021, M. M. Gupta, S. Jankie, S. S. Pancholi, D. Talukdar, P. K. Sahu, and B. Sa 2020).

#### 1.1.2 Contingency Theories

The situational leadership theory focuses on various contextual aspects that may regulate which management style is the best for a specific work situation. According to this perspective, there is no such thing as a one-size-fits-all style of leadership that can be used in all situations. Success is influenced by a variety of factors, including leadership style, follower traits, and situational concerns. Any condition in a user-friendly environment that should be addressed while building an organization's but one of its elements is referred to as a contingency factor. A successful organization, according to the contingency approach, is defined by the degree of resemblance between a leader's traits and leadership style or the needs of a certain circumstance (P. Choudhary, R. K. Dwivedi, and U. Singh 2020).

#### 1.1.3 Situational Theory

According to the situational approach, supervisors should select the best course of action based on contextual elements or scenarios. Various types of decision-making may necessitate different leadership approaches. Whenever the leader is seen as the most knowledgeable or experienced member of the team, for example, an aggressive style of leadership might just be the best fit. A democratic method may be more successful when members of the group have previous professional knowledge and expect to be regarded as such.

#### 1.1.4 Cognitive Behavioral Theory

As based on the behavioral form of management, great leaders are made, not born. The leadership model is built on the behaviors of leaders rather than their intellectual abilities or inner feelings. Individuals could only learn to be managers via training or observation, according to the behavioral premise. The study of leader behavior has inspired interest in centralized and decentralized leadership styles. Organizations respond differently under various leadership styles, according to research:

- Autocratic groups will operate effectively as long as the parent is present. Members of the organization, but on the others hand, are often unsatisfied with styles of leadership or display enmity against one another. Organizations headed by democratically elected officials function virtually as well as authoritarian regimes.
- Group members, on either hand, have more pleasant sentiments and there is no antagonism. Most significantly, the activities of the organization will continue even if the leader is not there.

#### 1.1.5 Transactional or Management Theory

Transactional models, sometimes identified as leadership theory, are concerned about the roles of supervisions, organization, or collective efficacy, and also leader-follower relationships. Under these concepts, leadership is built on systems of rewards or sanctions. To put it differently, a leader's job is to build up a framework that communicates to members what the consequences (rewards or penalties) are really for the meeting or failing to fulfill those goals from the start (J. V. Farr and D. M. Brazil 2009, E. Dani ěs, A. Hondeghem, and F. Dochy 2019).

#### 1.1.6 Relationship/Transformational Model

The development of relationships among supervisors and employees is the focus of relationship ideas, often called transformational theories. Leadership is the process through which a person interacts with each other or may "create a connection" that boosts the motivation and morale of both followers and leaders, including various tactics. Relational models are often related to spectacular theoretical approaches, in which the most successful motivators are those who possess particular characteristics such as confidence, extroversion, or clear ideas. Transformational or charismatic leaders, instead of relational leaders, empower and encourage their followers by assisting them in comprehending the significance of the work and the larger benefit. This kind of leadership involves interest not just in the organization's success, but in each individual's ability to reach his or her full potential (M. S. Bapat 2022).

### 1.1.7 Theoretical Skills

Learned knowledge and goal are to empower, according to this viewpoint, are significant factors ineffective leadership. While skills theory recognizes a relationship between innate characteristics and the ability to lead effectively, it believes that the most important components in poor leadership are teaching skills, a developed style, or learned information. A strong conviction in abilities theory generally requires investing a significant amount of time and money in leadership development.

### 1.2 Leadership Principles

Leadership principles, as well as leader behavior, are a widely-studied issue. The US Army identified eleven basic leadership ideas in 1983, as well as techniques for putting them into practice:

- Have good technical knowledge: As either a leader, users must understand your work as well as the responsibilities of your various personnel.
- Instill in your staff a sense of accountability: Assist them in developing good characters that will help them fulfill their professional commitments.
- Keep in touch to ensure that actions are understood, tracked, and finished. A good communicator is required of a leader. Communication should take up the majority of a leader's time. According to a previous study, top management (managers) spend 80 percent of their daily time on communication or related responsibilities.
- Make the quick, well-informed decision: Usage problems solving, decisions making, or succession planning approaches.
- Accept and seek accountability for one's actions: Look for ways to assist your business in reaching new heights. Don't point the blame at others if things go bad. Analyze the issue and make any required adjustments before moving on to the next assignment.
- Employees must not only be informed of what is required of them, but they must also witness CEOs showing corporate ideals or ethics to their colleagues. Leaders must model the behavior they want their subordinates to emulate.

### 1.3 Different Leadership Styles

Types of leaders are the methods used to get others to follow you. When it comes to management, there's no such as a one size fits all role. When choosing or changing styles of leadership, companies, conditions, organizations, or individuals must be taken into account. As a consequence, having a thorough awareness of several leadership styles is beneficial since it broadens the range of tools available for effective leadership. The toolkit describes a variety of leadership styles (B. Salehi 2021, R. Khan, M. Kaushik, and Z. Hussain 2020).

#### 1.3.1 Leadership Styles: Autocratic

An autocratic government is a kind of transactional leader who has complete power over his or her subordinate. Even if suggestions are in the best interests of the team or firm, employees or colleagues have limited options for putting them into action. An authoritarian government has the benefit of being extremely efficient. Decisions are made quickly, but work on putting these choices into action may start straight away. When it comes to disadvantages, the majority of employees dislike being treated this way. When decisions must be made quickly yet without opposition, an authoritarian leader is often the best opportunity.

#### 1.3.2 Leadership Style: Democratic/Participative

While members of the group are part of the process, it is national politicians who make the final decisions. Colleagues are often involved in initiatives and decisions because they respect originality. Democratic leadership has several advantages. The members of an organization are very dedicated. They are more creative and have better job

fulfillment because they are more involved. This strategy also aids in the growth of workers' abilities. Because they sense they are parts of something larger than themselves, team members are driven by more than simply monetary compensation. A democratic institution is vulnerable to corruption. In cases when speed and accuracy are critical, this might fail. A team may squander time acquiring information during a crisis, for example. Another danger is staff members who lacked the requisite knowledge or skills to contribute high-quality work.

### 1.3.3 Transactional Leadership Style

This leadership style is based on the premise because when group members take a stand, they pledge to follow their leader. In the majority of situations, the corporation compensates team members in return for their labor or cooperation. A leader can penalize a group member whose work falls below an acceptable standard. The resulting minimalistic work relationships (among workers or management). This transaction is the foundation for managers and leaders (effort for pay).

### 1.4 Elements that Influence Leadership Style

Several characteristics may help determine which kind of style of leadership is greatest effective, as well as when to utilize the dissimilar or mixed style of leadership.

#### 1.4.1 Institutional/Organizational Size

Many firms split into zones where the true decision-making power is concentrated, only to expand again. As institutions or businesses develop, new challenges emerge that are increasingly difficult to address at the macroeconomic or senior management levels. Conversely, when institutions or organizations grow in size or complexity, judging has a propensity to become more centralized.

#### 1.4.2 Interaction/Communication Level

Organizational contact but rather a contact, in this context, refers to a bidirectional link between two or more people that is based on social or organizational variables. a series of structures aimed at achieving a certain goal Because many business situations are unpredictable, leaders must enlist the help of their staff. This helps executives to concentrate on the most pressing issues even while ensuring that organizational learning takes place. A company's style is influenced by the volume or importance of interactions. The fundamental issue with management structure is that it is not flexible.

- To complete tasks, staff must collaborate.
- Managers must communicate information regularly.
- Managers must be able to communicate with one another.
- There must be enough prospective information for leadership at all levels to pay attention to it regularly.
- Face-to-face talks with employees should be used to interpret difficult data/information.

Organizations can operate as either open or closed processes. To connect with its surroundings, an open system collects or uses data in real-time. Organizations are systems that can be accessed. Openness enhances communication, which then, in turn, improves the business's functioning or long-term viability.

#### 1.4.3 Members' Personalities

Personality attributes of workers or maybe another manager/leader might have influenced an industry's style of leadership. Some people are more responsive to certain leadership styles than others. People who like to depend on others are less likely to participate in organizational activities since a structured organizational structure fits their security and direction requirements better. Those who want to grow in their professions and participate in corporate decision-making are more inclined to choose innovative and participative leadership styles.

#### 1.4.4 Congruency of Objectives

Goal congruence refers to an organization's attempts to ensure that most of its activities and operations contribute to the attainment of its objectives. Organizations that are goal-oriented examine their operational activities to ensure that none of them obstruct or hinder their capacity to accomplish their objectives. The organization's objectives there is a feeling of direction in such an environment since everyone (departments, individuals, or divisions) is working toward the same goal. Several styles of leadership might well be necessary depending on the extent of teamwork in an organization.

#### 1.4.5 Decision-Making Level

A major administrative difficulty is the capacity to discern between competent and inept leaders. One method to set yourself apart is through the excellence of your decision-making, which is evidenced by the fact that outstanding leaders make wise decisions that benefit the firm. Employee perception, in addition to leadership competence, frequently plays a significant effect in the execution and result of decisions. Inside a centralized company, there is hardly any room for lower-level employees to make choices or provide feedback. Directives are issued, and rigorous adherence is required. In organizations, there are five stages of decision-making. The quantity of time or decision making engagement rises with each stage:

- Stage One: The leader makes the decisions alone or announces them. Employees are forced to do very little work at this time, and they are not given any feedback. This is particularly critical in times of emergency when immediate response is required.
- Stage Two: The leader obtains information's from people before making a decision. The manager requires feedback to fill in the gaps and get a better knowledge of the problem at hand. Important knowledge is held by key persons, and failing to consult is considered irresponsible.
- Stage Three: The leader receives feedback from the team before making a decision. The leader calls team meetings or asks for feedback, listens to team thoughts, or then makes decisions based on that knowledge.
- Stage fourth: The leader is a member of the team at this level, but he or she is merely a single vote/voice among many. Until everybody agrees, the group considers all feasible choices or compromises.
- Stage Five: Criteria/constraints-based consensus as well as delegation The leader either outsourced decision-making to the team or did not take part in the process. The leadership must be fully clear with both groups about just the criteria/constraint before beginning their decision. If these requirements aren't satisfied, legal action might well be necessary. The team may need to revisit their choice, or the leader may need to pick a default and/or utilize another level to move the decision ahead (F. Gandolfi and S. Stone 2018, A. Fries, N. Kammerlander, and M. Leitterstorf 2021, A. M. Shafiu, H. A. Manaf, and S. Muslim 2019).

#### 1.5 Processes of Educational Management or Leadership

The practice of persuading individuals to attain corporate objectives and create organizational excellence is known as leadership. Leaders of many types have a long-term strategy for their companies. They have a common picture of the future that not only impacts approaches teaching or learning programs, but also the policies, strategies, priorities, or procedures governing the institution's day-to-day operations. In the educational setting, leadership also entails the capacity to foresee the future. Education leadership motivates the whole system by successfully influencing the actions, attitudes, and emotions of people who work inside it, and they secure their vision by generating strategic alignment throughout the entire system, using words and examples. Nevertheless, no matter how competent a leader is, he or she will confront several challenges that must be managed or overcome to flourish. According to the writers of this article, implementing effective leadership concepts or styles in school administration has immediate and tangible advantages since successful leadership delivers several essential features that have been demonstrated to be very valuable.

- Efficient education styles of leadership must always be founded on objective criteria.
- Efficient instructional styles of leadership must offer academic institutions a comprehensive strategy to coherently administer the affairs of school administration.
- The techniques, on the other hand, might be adjusted to a certain school's requirements.
- Effective educational types of leaders should be able to give a framework for identifying and improving critical aspects of school administration regularly.
- Efficient education leadership must be able to give chances for benchmarking with each other both within or outsides of education systems.
- Effective educational leaders or school administration develop structures, procedures, or relationships that allow teachers to fully participate in teaching.

## 2. Discussion

A leader is someone who has the opportunity to impact others' behavior or activity to achieve specific goals. A manager, but on the others hand, could only be a true manager if he possesses leadership skills. Managers or leaders should lead their groups in such a way that their subordinates will joyfully obey their orders and embrace their

guidance. If a person has all of the requisite characteristics, he may be a leader. Developing a specific vision, the ability to communicate that vision to teammates, the way to mobilize efficiently and cost-effectively, and inspiring subordinates to achieve the organizational objectives are all features of leadership, as is trying to balance the conflicts of interest of superiors and stakeholders.

### *2.1 Benefits of Leadership*

#### *2.1.1 Boost Your Productivity*

With the right, consistent leadership, you may be able to boost your workers' production. Management is, at its most fundamental level, about emotionally understanding your employees. Emotional Maturity is Critical to a Leader's Success, according to Daniel Goleman's new book *Leaders*. Understanding emotions and skillfully utilizing empathy to inspire or engage employees are both examples of emotional intelligence.

#### *2.1.2 Retain Your Workforce*

75 percent of people who voluntarily quit their jobs do not want to leave their jobs; they leave their employer. Employees leave correct leaders who are useless. By investing in leadership training, you can maintain your personnel and save money on recruitment expenditures.

#### *2.1.3 Future Leaders Must Be Developed*

When it comes to fitness or grooming future leaders, you need to be strategic. When there's no plan in place, the much more forward-thinking applicants with big personalities are usually awarded leadership positions. A combination of the correct personality traits and the right training results in ineffective leadership. Identify who has the necessary skills and give them customized leadership training.

#### *2.1.4 Boost Staffs Motivations*

People want to know how we're doing at work, but humans want to be recognized for our efforts when we earn them also when people need them. Only 18% of low-engaged workers get feedback more than once a week, compared to 43 percentage points of highly active workers. Successful leaders can offer feedback. Through leadership training, you may offer effective feedback ways to promote and increase the skill level of your employees.

#### *2.1.5 Put in Place a Strong Leadership Style*

Leadership training may assist you in determining the best leadership style for your organization and profession. Within each combination of benefits and drawbacks, there are a variety of leadership styles. Types of leaders may profit from training classes that will assist them in developing their distinct leadership style toward which their members of the team will react well.

#### *2.1.6 Make More Informed Selections*

Finally, leadership training may assist individuals in making better judgments. Leaders that have a high level of emotional intelligence have been able to make well-informed business judgments. People would consider your leadership training investment compensated if it were just for this reason.

The relevance of leadership or management is examined in this paper, as well as their position in the educational system. The significance of leadership, as well as management, offers a foundation for educational development and participation. The paper identifies future leadership or management demands but also directions for education after reviewing challenges in teaching as well as research. It could be beneficial to take a more methodical approach to build the abilities needed for leadership or management responsibilities. Regardless of whether or not an educator takes on a formal leadership role, these qualities can help improve classroom performance. A methodical strategy to developing the required abilities for adopting leadership or management jobs may also be beneficial in guiding the class or group of employees. The acquisition of educator leadership or management abilities will help to improve classroom performance.

### **3. Conclusion**

Academic commentary and paper combining theoretical, empirical, or practical concepts but also expertise pertinent to understanding research, methodology, and concerns critical to educational leadership are becoming more common. These synthesizers are only possible because of the writers' introspective capacity to connect thematic concerns across a broader range of overlapping subjects from which they began and became well-known. To that aim, this essay has covered successful educational management in school administration as well as a quality that woke call for a better system that may be used in Nigerian educational environments. This article might infer that performance is certain if the leadership styles, concepts, or procedures are appropriately and thoroughly utilized in school

administration by studying the conditions surrounding great educational leadership in connection to school management. Accepting or implementing the core ideas and styles of good academic leadership provides a tremendous chance to further develop educational management or leadership policies and practices. Given that, after decades of training, things aren't moving in Nigerian public school administration, the authors recommend using excellent educational leadership models or styles as a technique of enhancing school administrators.

School administrators understand that leadership entails several everyday choices that need sensitivity or familiarity with a variety of leadership techniques. As a result, school leaders need to be able to give an analysis of current leadership methods to provide a solid conceptual and applied basis to bridge the gap among principles or execution. School leaders are urged to pick the finest leadership strategy, or a combination of strategies, to help them achieve their school goals. If used correctly, a successful instructional leadership style in school administration is generally quick, simple, and inexpensive. The outputs of a successful educational leadership style application may be utilized for several purposes, including enhancing administrative performance, collaboration, and individual, as well as school-wide teaching and learning innovation. An effective leader is not reliant on specific influences, attributes, or behaviors, even though theories educated you on the various leadership or management possibilities open to you. To identify the correct management style, you must rely on a variety of skills and techniques. The author of this essay addresses educational management and its benefits, as well as leadership management concepts. Future leaders may be holding to behaviors that formerly succeeded but now suffocate their employees' potential, according to a Worldwide Executive Specifically for Research Study. Organizations must empower leaders to modify their working styles to flourish in the new digital economy.

## References

- Amanchukwu, R. N., Stanley, G. J., & Ololube, N. P. (2015). A review of leadership theories, principles and styles and their relevance to educational management. *Management*, 5(1), 6-14. <https://doi.org/10.5923/j.mm.20150501.02>
- Bapat, M. S., Singh, H., Shukla, S. K., Singh, P. P., Vo, D. N., Yadav, A., ... Kumar, D. (2022). Evaluating green silver nanoparticles as prospective biopesticides: An environmental standpoint. *Chemosphere*, 286(2), 131761. <https://doi.org/10.1016/j.chemosphere.2021.131761>
- Bhatnagar, V., Ranjan, J., & Singh, R. (2011). Analytical customer relationship management in insurance industry using data mining: A case study of Indian insurance company. *International Journal of Networking and Virtual Organisations*, 9(4). <https://doi.org/10.1504/IJNVO.2011.043803>
- Choudhary, P., Dwivedi, R. K., & Singh, U. (2020). Novel algorithm for leader election process in virtual traffic light protocol. *International Journal of Information Technology*, 12(1), 113-117. <https://doi.org/10.1007/s41870-019-00305-x>
- Danišs, E., Hondeghem, A., & Dochy, F. (2019). A review on leadership and leadership development in educational settings. *Educational Research Review*, 27(March), 110-125. <https://doi.org/10.1016/j.edurev.2019.02.003>
- Farr, J. V., & Brazil, D. M. (2009). Leadership skills development for engineers. *Engineering Management Journal*, 21(1), 3-8. <https://doi.org/10.1080/10429247.2009.11431792>
- Fries, A., Kammerlander, N., & Leitterstorf, M. (2021). Leadership styles and leadership behaviors in family firms: A systematic literature review. *Journal of Family Business Strategy*, 12(1). <https://doi.org/10.1016/j.jfbs.2020.100374>
- Gandolfi, F., & Stone, S. (2018). Leadership, leadership styles, and servant leadership. *Journal of Management and Research*.
- Gupta, M. M., Jankie, S., Pancholi, S. S., Talukdar, D., Sahu, P. K., & Sa, B. (2020). Asynchronous environment assessment: A pertinent option for medical and allied health profession education during the covid-19 pandemic. *Education Sciences*, 10(12). <https://doi.org/10.3390/educsci10120352>
- Hiller, N. J., DeChurch, L. A., Murase, T., & Doty, D. (2011). Searching for outcomes of leadership: A 25-year review. *Journal of Management*, 37(4), 1137-1177. <https://doi.org/10.1177/0149206310393520>
- Joshi, N. C., Ahmad, Z., Mishra, S. K., & Singh, R. (2011). Formulation and evaluation of matrix tablet of tramadol hydrochloride. *Indian Journal of Pharmaceutical Education and Research*.
- Khan, R., Kaushik, M., & Hussain, Z. (2020). Hepatoprotective and antioxidant efficacy of ethanolic extract of curcuma amada rhizome against paracetamol induced hepatic toxicity in experimental animals. *International*



- Journal of Research in Pharmacy and Science*. <https://doi.org/10.26452/ijrps.v11i4.3433>
- Rai, J., Tripathi, R. C., & Gulati, N. (2020). A comparative study of implementing innovation in education sector due to COVID-19. <https://doi.org/10.1109/SMART50582.2020.9337148>.
- Ronald, B. (2014). Comprehensive leadership review—Literature, theories and research. *Advances in Management*, 7(5), 52-67.
- Salehi, B., Quispe, C., Sharifi-Rad, J., Cruz-Martins, N., Nigam, M., Mishra, A. P., K, ... Koch, W. (2020). Phytosterols: From preclinical evidence to potential clinical applications. *Frontiers in Pharmacology*, 11, 599959. <https://doi.org/10.3389/fphar.2020.599959>
- Shafiu, A. M., Manaf, H. A., & Muslim, S. (2019). The impact of leadership on organizational performance. *International Journal of Recent Technology and Engineering*, 8(3), 7573-7576. <https://doi.org/10.35940/ijrte.C6158.098319>
- Sharma, S., Sharma, A. D., Arif Naseer, M. D., & Singh, R. (2011). Formulation and evaluation of self emulsifying drug delivery system of ibuprofen using castor oil. *International Journal of Pharmacy and Pharmaceutical Sciences*.
- Sharma, S., Vijayaraghavan, V., Tandon, P., Kumar, D. R. V., Sharma, H., & Rao, Y. (2012). Dental education: Current scenario and future trends. *Journal of Contemporary Dental Practice*, 13(1), 107-110. <https://doi.org/10.5005/jp-journals-10024-1103>
- Shukla, S., Lakhmani, A., & Agarwal, A. K. (2017). A review on integrating ICT based education system in rural areas in India. <https://doi.org/10.1109/SYSMART.2016.7894531>.
- Singh Matreja, P. S., Kaur, J., & Yadav, L. (2021). Acceptability of the use of crossword puzzles as an assessment method in pharmacology. *Journal of Advances in Medical Education and Professionalism*, 9(3), 154-159. <https://doi.org/10.30476/jamp.2021.90517.1413>

## Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).