

The Dilemma and Mechanism Guarantee of Promoting the Modernization of Rural Governance in the New Era

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Abstract: *As agriculture has become the foundation of the country, managing the rural society with good governance and development is the "ballast stone" for creating a new situation of rural development in China. Effective rural governance relates to the overall promotion of modernization of the national governance system and capacity. And, the fundamental starting point and goal of rural governance are to resolve the problems that restrict rural development, better maximize interests of farmers. Under the clear objective of promoting the modernization of rural governance in the new era, this paper analyzes the dilemmas in the process of promoting the modernization of rural governance in the new era, and propose a mechanism structure for the modernization of rural governance in three aspects, clarifying the value guidance mechanism, optimizing the governance operation mechanism and improving the support and guarantee mechanism, in order to solve the development shackles of the modernization of rural governance.*

Keywords: Rural Governance; Modernization of Governance; Mechanism Guarantee.

1. INTRODUCTION

The modernization of the national governance system and governance capacity has put forward new requirements for rural governance, and exploring effective ways to modernize rural governance is an inevitable requirement for the development of rural society in the new era, as well as an objective requirement to meet the growing multi-level and diversified needs of villagers for a better life. Therefore, the modernization of rural governance should have a clear objective, and through the analysis of the problems in the process of promoting the modernization of governance, the mechanism structure should be optimized and enhanced to achieve good rural governance.

2. CLARIFY THE GOAL OF PROMOTING THE MODERNIZATION OF RURAL GOVERNANCE IN THE NEW ERA

The 19th National Congress of the Communist Party of China made the scientific assertion that China has entered a new era of socialism with Chinese characteristics and put forward the implementation of the rural revitalization strategy. As an important foundation of the modernized economic system, the development of the countryside has shown a positive trend. Because of the economic modernization and transformation, rural society needs a major change and adjustment, which can better realize the villagers' demand for the better life and meet the requirements of rural governance modernization. To promote the modernization of rural governance, we should clarify that the goal of governance modernization is to promote villagers to live and work in peace and happiness, rural social stability and order, in general, to reshape the value system of rural society, maintain the authority of the rural governance system, and regulate the new order of rural good governance, so as to promote the top-level design of rural governance to take root in the rural soil.

2.1 Reshape the Value System of Rural Society

Values are the general view of the world formed by people. The value system is the centralized expression of social consciousness in a certain era, and is also the centralized expression of values, which is influenced by economy, politics, culture and so on. In traditional vernacular societies, the strict household registration system leads to a less mobile population. As a result, the rural society, which usually maintains stability by blood relations, also enables respected intermediaries to ease the conflicts among villagers by persuasion without affecting the normal functioning of the society. However, in recent years, due to the reform of the household registration system and the acceleration of the urbanization process, the traditional value system endogenous to the countryside for maintaining an orderly rural society has suffered a major impact, with the greater mobility of the population and

the abundance of material goods following economic development bringing about a certain degree of disparity between the rich and the poor. The endogenous value system has lost its original foundation and the order has become imbalanced, and the utilitarian character of interpersonal relations has become prominent.

The key to modernizing rural governance is to correct the path in the development of values in rural society and to reshape the social value system. The key lies in using the socialist core value system to nurture values and become the foundation of the rural value system, while combining the village rules and regulations with the socialist core value system, so that the value system becomes a standard against which can be implemented and enforced. At the same time, this is complemented by the influence of good family traditions. Although local ties and blood ties have been weakened, the family is still the most basic unit of social life, and the village household system is the foundation of rural society. This will serve as a unifying and integrating force.

2.2 Maintain the Authority of the Rural Governance System

The existence of a stable and legitimate institutional framework not only restrains the behaviour of villagers, but also serves as a governance booster for efficient operation, ensuring that governance behaviour is in line with the goals of the public interest and safeguarding the cornerstones of stable development of rural society. Huntington pointed out that "the people may have order without liberty, but they cannot have liberty without order. There must be authority before limits can be placed on it." Under the framework of governance modernization theory, the promotion of rural governance modernization must put the establishment of normative institutions on the agenda, and the strengthening of institutional enforcement and institutional authority also needs to be paid more attention to, and is always an important means to achieve good governance in rural governance.

One of the important measures of the effectiveness of rural governance is whether the institutional authority of rural governance has been strengthened. Institutional authority can play a significant role in the integration of social resources in the village, especially in the face of emergencies, and in mobilizing the various governance actors to maximize their motivation to govern in the public interest. At the same time, the strengthening of institutional authority is accompanied by the establishment of diverse and extensive institutions to save the cost of governance and effectively regulate the behaviour and positioning of various governance actors to maximize their governance effectiveness.

2.3 Diversification Strategy Motivation

Pursuing continuous operating income, the air-conditioning business in which the enterprise is mainly engaged has limited room for growth. Facing the increasingly saturated air-conditioning market, Gree Electric has implemented a diversified strategy in order to maintain high operating income through new economic growth.

Gree hopes to seize market opportunities and make maximum use of market resources. At present, there are many new market opportunities in the market. For example, the new energy vehicles that Gree wants to enter are the new direction of future development, which provide new space for enterprise development.

Gree Electric hopes to make effective use of the rich resources of the enterprise. The enterprise has abundant cash flow, brand resources, technical advantages and human capital, etc. These idle funds and surplus resources that have not been fully developed still have a lot of room for optimal utilization, and the benefits can be maximized through diversification strategy.

Diversification strategy can reduce the business risks of enterprises. It is generally believed that it is risky for enterprises to engage in business activities only in a single industry. Once problems arise, it may be related to the life and death of enterprises, and engaging in multiple industries can avoid this risk.

Effective use of external advantages of enterprises (such as brands, channels, customer relationships, etc.), the brand advantages of enterprises may increase the motivation for their diversified development, sometimes cross-industry diversification, and sometimes vertical integration.

2.4 The Degree of Diversification Strategy Measurement

Herfindal Index (HHI) is a comprehensive index to measure industrial concentration. It refers to the sum of squares of the percentage of total revenue or total assets of each market competitor in an industry, which is used to measure

the change of market share, that is, the dispersion of manufacturer scale in the market. Herfindal index is a good indicator of industrial market concentration, which is widely used by economists and government control departments. Herfindal index can distinguish the market structure based on the company's market share. The range of Herfindal index value is 0 to 1, and the closer the Herfindal index is to 0, the deeper the diversification of enterprises; The closer the Herfindal index is to 1, the lower the degree of enterprise diversification.

Table 1: Revenue of various business units in Gree Electric from 2013 to 2020 (unit: 100 million yuan)

	air conditioner	life electric	industrial product	intelligent equipment	Green energy	Other main businesses	Other business
2013	1054.88	16.18				9.47	
2014	1187.19	17.86				22.40	
2015	837.18	15.23				26.90	98.14
2016	880.85	17.18				33.85	151.15
2017	1234.10	23.01		21.26		43.53	160.97
2018	1556.82	37.94		31.09		80.07	275.31
2019	1386.65	55.76		21.41		105.06	412.64
2020	1178.82	45.22		7.91		72.33	377.71
2021	1317.13	48.82	31.95	8.58	29.07	12.87	430.28
2022	1348.59	45.68	75.99	4.32	47.01	10.06	358.23

The income of each business unit in Gree Electric from 2013 to 2022 is shown in Table 1 above. It can be seen that Gree Electric began to diversify its expansion strategy from 2016, from air conditioning, household appliances and other main businesses to smart equipment in 2017. Until 2021, Gree Electric once again entered the industrial products and green energy sectors.

Table 2: Herfindal Index of Gree Electric from 2013 to 2022

	air conditioner	life electric	industrial product	intelligent equipment	Green energy	Other main businesses	Other business	Herfindal index
2013	97.61%	1.50%	0.00%	0.00%	0.00%	0.88%	0.00%	0.95
2014	96.70%	1.45%	0.00%	0.00%	0.00%	1.82%	0.00%	0.94
2015	85.63%	1.56%	0.00%	0.00%	0.00%	2.75%	10.04%	0.74
2016	81.32%	1.59%	0.00%	0.00%	0.00%	3.12%	13.95%	0.68
2017	83.21%	1.55%	0.00%	1.43%	0.00%	2.93%	10.85%	0.71
2018	78.57%	1.91%	0.00%	1.57%	0.00%	4.04%	13.89%	0.64
2019	69.97%	2.81%	0.00%	1.08%	0.00%	5.30%	20.82%	0.54
2020	70.08%	2.69%	0.00%	0.47%	0.00%	4.30%	22.45%	0.54
2021	70.10%	2.60%	1.70%	0.46%	1.55%	0.68%	22.90%	0.55
2022	71.35%	2.42%	4.02%	0.23%	2.49%	0.53%	18.95%	0.55

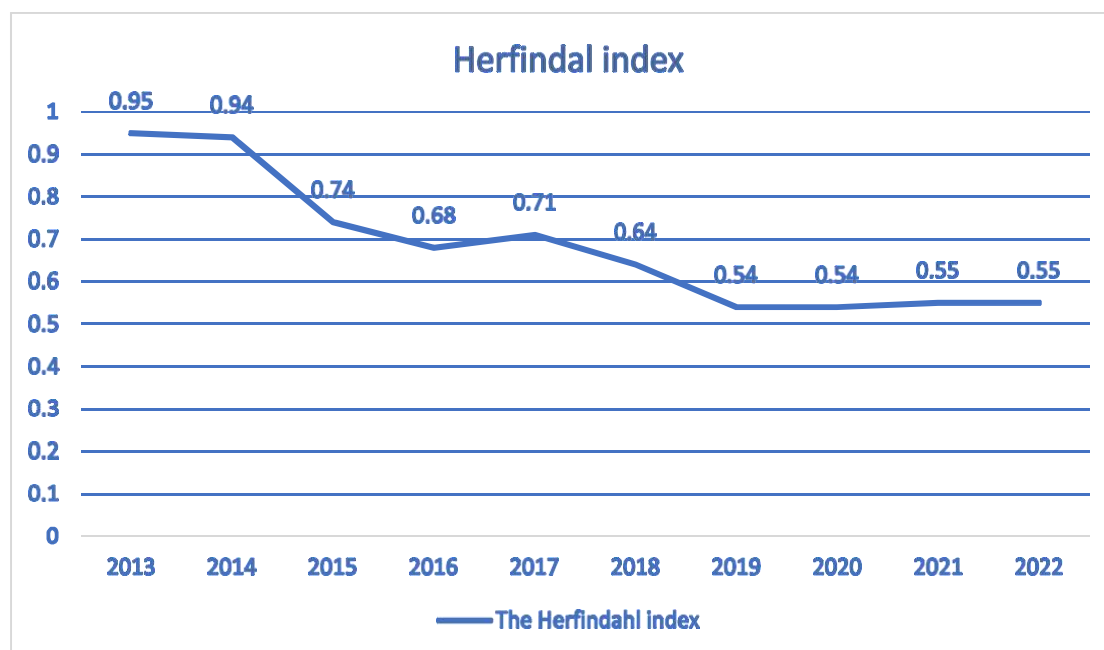


Figure 1: Line chart analysis of Herfindal index in Gree Electric from 2013 to 2022

As can be seen from Table 2 above, the Herfindal index of Gree Electric gradually decreased from 0.95 to 0.55 from 2013 to 2022, especially from 2016. It can be seen that Gree Electric began to carry out diversification expansion strategy in 2016, and by 2022, the overall degree of diversification was relatively balanced, and it tended to be stable from 2019 to 2022.

3. EXPLORE THE DILEMMA OF PROMOTING THE MODERNIZATION OF RURAL GOVERNANCE IN THE NEW ERA

In the new era, China's rural governance has formed the overall goal of modernizing the institutional framework and policy system of rural governance by 2020, and basically modernizing the rural governance system and governance capacity by 2035, but there have been problems of imbalanced and inadequate development in rural governance, mainly reflected in the significant phenomenon of arbitrariness, relatively old methods and means, as well as the lack of motivation of cultivating diversified subjects, which restrict the promotion of rural governance modernization.

3.1 Rural Governance with Significant Arbitrariness

The rule of law is a top-down compulsory form of governance that reflects the will of the state. All institutional arrangements in rural society, whether formal or informal rules of village meetings and village rules and regulations, should manifest the spirit of modernized rule of law and regulate various interest relations and behaviors by means of rule of law, which is also the bottom line and basic guidelines of rural order. However, the development process of rural governance modernization still faces the dilemma of arbitrariness: first, the content of laws and regulations is not comprehensive. Although the Organic Law of the Villagers' Committee has explained the functions of the township government and the villagers' committee, it does not clearly specify the terms of reference of both, which leads to the blurring of the boundaries of power between subjects. At the same time, there is no clear regulation on the exercise of powers by the cadres of the "two committees", which makes it easy to abuse their powers and thus harm the interests of the public; second, the villagers' concept of the rule of law needs to be strengthened. At present, some villagers still hold the traditional concept of "no lawsuit", thinking that litigation is to sue, for the villagers in the "semi-acquaintance society", the use of legal means to defend their rights is unethical behavior. Therefore, in rural society, villagers are not used to and seldom use legal weapons to protect their rights and interests, and once a conflict occurs, they either choose to hold back or choose extreme ways to solve it.

3.2 Old-fashioned Ways and Means of Rural Governance

With the rapid development of information technology and communication technology, the effective use of information technology cannot be ignored if the modernization of rural governance is to achieve efficient standards. Therefore, accelerating the digital development and improving the intelligentized level of social governance are bound to become the title of the modernization of rural governance. At present, the modern technology awareness and knowledge level of the subjects of rural governance in China are generally low, and they are not good at or adaptable to the use of technology for rural governance, mainly in the following aspects: first, the information base of rural society is weak, the construction is insufficient, the urban-rural dual structure still exists, and there is still a big gap between urban and rural Internet penetration rates; second, villagers do not have a comprehensive understanding of the Internet, most of them think that the Internet is only a means of entertainment for the public, and in the countryside, people's mastery of modern technology is also low. Although some villages have carried out science and technology education, most of these education is just a formality and cannot be better applied to rural governance.

3.3 Insufficient Coordination Ability of Multiple Subjects in Rural Governance

The multi-governance pattern of rural society has become a consensus, and its coordination role is related to the planning of the whole system, but the multi-governance subjects still lack the ability to coordinate. As China's urbanization process continues to accelerate and the rural reform continues to deepen, the social structure of the countryside has also undergone great changes. On the one hand, rural governance needs to solve the problem that the quality of governance subjects cannot meet the requirements of governance modernization. Due to the aging and hollowing out of the rural population, the low quality of the rural population has led to the weakness of the governance capacity, which cannot match the modernization process. On the other hand, rural society also needs to resolve the contradiction between the goal of collectivized rural development and its individualized development requirements. Due to the large differences in villagers' educational backgrounds, and thinking patterns, their views and interest demands on rural social life vary, thus restricting to a certain extent the formation of a synergy and subject consensus on rural social governance. Under the collaborative governance of multiple subjects, rural governance suffers from the lack of governance subjects and inconsistent governance goals, which seriously restricts the promotion of rural governance modernization.

4. BUILD THE MECHANISM TO PROMOTE THE MODERNIZATION OF RURAL GOVERNANCE IN THE NEW ERA

In the new era of rural governance, the innovative structure of mechanism is the key factor to promote the modernization of rural governance, and the enhancement of governance effectiveness must first form institutional advantages, and then transform them into effectiveness. Therefore, the construction of mechanism must certainly run through the whole process of rural social governance, make up for the institutional shortcomings in the process of rural governance, and enhance the institutional supply of rural revitalization, so as to guarantee the harmony and stability of rural society .

The evaluation system of flipped classroom is an essential link, which is conducive to the development of language majors teaching and the formation of language majors teaching rules. This evaluation system mainly includes the systematicness, integrity, process, result, guidance and diversity of language teaching. The teaching evaluation of language majors is easily affected by the teaching process, which needs to start with the teaching objectives, teaching contents, teaching methods, teaching steps. It takes the internalization of knowledge as the main assessment objective and evaluation guidance, and quantifies students' autonomous learning, active participation, classroom interaction. The teaching evaluation evaluates the whole teaching process and teaching results in a diversified and multi-dimensional way, tests the achievement of teaching objectives and teaching priorities, evaluates every link of the teaching process, considers the enthusiasm and knowledge acceptance of students' autonomous learning in the pre-classroom stage, guides students to evaluate teaching satisfaction in the after classroom stage, and carries out self-evaluation and mutual evaluation between teachers and students. This method can urge and encourage students to improve their autonomous learning, and provide teachers with teaching basis and improvement strategies for the next stage of language majors professional teaching content.

4.1 Clarify the Value Guiding Mechanism

4.1.1 Focus on Both Process and Result Justice

Over the past 70 years since the founding of People's Republic of China, the theme of rural governance has changed from how to develop rural society to improving the speed of rural social development and then to improving the quality while improving the speed. Nowadays, as the modernization of rural governance progresses, the combined force formed by governance subjects plays an increasingly important role in the process of governance, and the deeper the process goes, the more it touches the intricate network of interest relations in rural society. In the reality that the cohesive foundation of community consciousness of rural governance still needs to be consolidated and the diversity of interest needs, it is particularly important to build a value guiding mechanism that coordinates and takes care of the interests of all parties. Under the guidance of the value goal of good governance and effective governance in the countryside, we call for the return of the community and the effective integration of existing resources, and the synergy of the common will of governance subjects to form the prerequisite for the efficient operation of rural governance.

4.1.2 Integrate Normativity into the Construction of Value-guided Mechanisms

As the root of effective rural governance, the value-guided mechanism needs to be combined with policies and laws and village rules and regulations, while connoting them with socialist core values, supplemented by reshaping and strengthening the role of the rural moral code system, focusing on grasping the village rules and regulations with certain governance flexibility. Since most policies and laws are made from the top down, the village rules and regulations can firmly grasp the reality of rural society and better fit the psychology and reality of the villagers, thus reflecting and establishing the fundamental value concept and guidance of effective governance and good governance in a relatively standardized form, so that the subjects of governance are infiltrated by the value guidance and the value guidance is internalized into the behavior style of the whole village society.

4.2 Optimize the Governance Operation Mechanism

To participate in rural governance, governance subjects must realize the transformation of decentralized single subject governance disorderly, and give full play to their own advantages and unique strengths for collaborative governance under the unified goal. While solving the problems shackling the development of the countryside, we optimize the operation mechanism of the governance process of each subject and build an operation mechanism that requires multi-faceted interaction, healthy competition and coordination of interests, so that rural governance can be realized through a series of standardized and long-term procedures, systems and methods to achieve the common goal of governance modernization.

4.2.1 Build the Multi-faceted Interactive Operation Mechanism

Although the governance subjects are mutually respectful and independent in the process of promoting the modernization of rural governance and play different roles, it is still necessary to implement the improvement of governance efficiency and the reasonable allocation and utilization of governance resources on the basis of the clarification of the power and responsibility boundaries, means and priorities of the multiple subjects. In addition to distinguishing each "individual", the pluralistic governance should also highlight the "common", that is, the status of each subject is equal, and not isolated, but dialogue. In the process of modernizing rural governance, the pluralistic subjects should respect the differences and negotiate and dialogue on an equal footing with the concept of win-win cooperation and mutual benefit, and focus on interaction and consensus in terms of information exchange and complementary roles, in order to achieve common goals and optimize the capacity and resources of governance subjects and enhance the effectiveness of rural governance modernization.

4.2.2 Build the Operational Mechanism of Healthy Competition

On one hand, in order to solve the weakness and weakness of rural governance in a targeted manner, an orderly and healthy competition is adopted in the process of consultation and interaction among all subjects, which will stimulate the enthusiasm and enthusiasm of governance subjects, improve and guarantee the quality of governance, and enhance the efficiency of governance. At the same time, healthy competition can better achieve the orderly renewal of rural society and the elimination of winners and losers, especially the improvement of public service quality in rural society, which is an important criterion for the modernization of rural governance. On the other hand, reasonable assessment indexes are set up in the selection of rural governance, and for those with relatively good results, their governance experience is summarized and promoted, and further policy support is provided; while for those with relatively insignificant results, certain support policies are provided, and funds and resources

are given to urge them to improve their governance level, thus comprehensively improving the quality of supply of rural social public services and promoting the modernization of rural governance.

4.2.3 .Build the Operational Mechanism for Interest Coordination

On one hand, the promotion of modernization of rural governance means not only the diversification of governance subjects and the complication of interests, but also the need to build a platform for equal communication and consultation for the participation of different interest subjects. The principles of consultation and democracy are followed in the dialogue, the demands of different subjects are widely absorbed, the suggestions representing different interests are respected and integrated, and truthfully and efficiently fed back into the decision making, so as to improve the citizenship of decision making in the consultation and common governance, thus achieving the fit between different subjects and public interests, thus realizing the efficient operation of the interest expression mechanism in the process of promoting the modernization of rural governance. On the other hand, when seeking the balance point between different interest subjects and public interests, it is necessary to pay attention to the discourse status of different interest subjects. Since township governments and village committees are the subjects with power in traditional rural governance, while villagers, some new villagers and rural social organizations are often in a dependent position, it is necessary to guarantee the discourse power of non-powerful subjects and empower them to play their supervisory role, correct the behavior of subjects with traditional discourse power that deviate from the modernization process of rural governance, stabilize the order of rural governance, and maximize the realization of the interests of each subject.

4.3 Improve the Support and Protection Mechanism

In the process of promoting the modernization of rural governance, its realization path will be affected by multiple factors, so we should improve and enhance the modernization of rural governance from three dimensions: building a solid institutional guarantee mechanism, sound organizational guarantee mechanism and establishing a resource guarantee mechanism to achieve effective governance. In the after classroom stage, teaching needs to design novel homework question types to consolidate the learning achievements in the pre-classroom and classroom stage. This can make students enter the deep learning mode, and let knowledge be integrated into students' cognitive structure [16]. New types of homework questions need to break through the previous simple types such as retelling and translation, and focus on the types of multi-objective, multi task and high interest. It is necessary to abandon the previous thinking of questions and repeated training, and guide students to integrate multiple resources to conduct inquiry learning on homework. Through the consolidation of these assignments, we can effectively complete the internalization of knowledge, integrate the previous knowledge into the new knowledge structure, improve students' ability to use comprehensive thinking to deal with problems, and form a structured knowledge chain. Meanwhile, we collect students' evaluation of teaching content at the after-school stage through the multi terminal platform, and use big data technology to push personalized teaching resources to students for the personalized learning needs.

4.3.1 Build the Solid Institutional Guarantee Mechanism

The existence of a stable and legitimate system can not only restrain the behavior of villagers, but also become a governance booster for efficient operation, ensuring that governance behavior is in line with the goals of public interest and guaranteeing the stable development of rural society. The institutional guarantee involves formal and informal systems, with the formal system being designed at the top by the state. Firstly, rural governance and its modernization are planned as a unified whole, with the help of various institutional designs such as policies and laws, and with the procedures and principles of the current process of promoting the modernization of rural governance under the current pattern of pluralistic governance, relevant laws and clear policies aimed at resolving the relationship between various subjects are formulated; secondly, it draws the best part of traditional governance habits in villages to form an effective informal system conducive to governance modernization, so that the formal system and the informal system can be organically integrated to comprehensively improve the institutional guarantee mechanism and promote the stability of society.

4.3.2 Build the Resource Guarantee Mechanism

The promotion of rural governance modernization cannot be achieved without the support of various resources, of which human resources and information are important driving forces. On the one hand, talents are the important support for implementing the rural revitalization strategy and promoting the modernization of rural governance.

By establishing an effective incentive mechanism to attract talents, resources such as technology and management will be continuously sunk to rural society, so that all aspiring people in the society will deeply and continuously contribute to the modernization of rural governance and physically devote themselves to rural construction. On the other hand, it pays attention to the important role played by information in the governance process and makes full use of big data, network and other technologies to realize the sharing of information. In the process of modernizing rural governance, the technology is empowered through information acquisition, constant updating of governance concepts, and improvement of supporting infrastructure. Not only does it enable governance subjects to greatly improve their timely understanding of various types of information feedback, but it also provides information support for refined rural governance, thereby improving governance effectiveness.

4.3.3 Perfect the Organizational Guarantee Mechanism

In the process of modernizing rural governance, the organizational system for modernizing rural governance should be improved with full consideration of the roles played by each subject, to solve the problems of who leads, who makes decisions and who executes. We should coordinate all the elements to improve the organizational structure of rural governance, and always establish the leading role of the Party, the leading role of the township government, the active participation of villagers, and the advantageous role of rural social organizations in guiding high-quality public resources back to the countryside in public services.

5. CONCLUSION

As an "exotic product", flipped classroom has achieved rapid development. Based on the big data technology, it overturns the concept of "teaching before learning" in the traditional language teaching mode, changes the structure of knowledge transfer and internalization, resets the classroom roles of teachers and students, enhances students' classroom participation and experience, and improves students' autonomous learning ability. However, in the current educational environment, flipped classroom needs to refine the classroom on the basis of in- depth learning and optimize the flipped classroom in depth.

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6. DATA AVAILABILITY STATEMENT

The original contributions presented in the study are included in the article/supplementary material, further inquiries can be directed to the corresponding author.

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