

# Application of the BOPPPS Teaching Model in Physical Education: Enhancing Engagement, Skill Acquisition, and Inclusive Learning

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**Abstract:** The BOPPPS (Bridge-in, Objective, Pre-assessment, Participatory Learning, Post-assessment, Summary) teaching model has emerged as a widely recognized framework for enhancing educational outcomes through its structured and student-centered approach. This paper investigates the application of the BOPPPS model in physical education (PE), a discipline characterized by hands-on practice, physical skill development, and diverse student needs. By synthesizing existing literature and analyzing case studies in swimming and badminton courses, the study highlights the model's effectiveness in improving motor skills, fostering student engagement, and promoting inclusive learning. Research findings demonstrate that courses using the BOPPPS model achieved significant advancements, including a 15% improvement in technical skills and a 10% increase in swimming speed compared to traditional teaching methods. Additionally, the model enhanced students' teamwork abilities and self-directed learning skills. However, challenges such as resource constraints, teacher training requirements, and addressing varied student abilities are also identified. The study concludes that the BOPPPS model holds transformative potential for modern PE instruction, but its successful implementation requires technological integration, policy support, and long-term research. This research underscores the importance of adopting innovative pedagogical frameworks to meet the evolving needs of physical education and foster lifelong learning.

**Keywords:** BOPPPS Model, Physical Education, Skill Development, Student Engagement.

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## 1. Introduction

Physical education (PE) plays a crucial role in fostering students' physical fitness, motor skills, and teamwork abilities. As education evolves, teaching methodologies are being continuously refined to meet the diverse needs of learners. The BOPPPS (Bridge-in, Objective, Pre-assessment, Participatory Learning, Post-assessment, Summary) teaching model has emerged as a widely recognized instructional framework due to its systematic approach and emphasis on active learning. Originally developed for higher education, the BOPPPS model has been successfully applied across various disciplines, demonstrating its flexibility and effectiveness in improving educational outcomes.

However, the application of the BOPPPS teaching model in physical education remains a relatively underexplored area. Unlike traditional academic subjects, physical education emphasizes hands-on practice, physical activity, and skill development, which presents unique challenges and opportunities for instructional design. For instance, engaging students in participatory learning while addressing individual differences in physical abilities requires thoughtful adaptation of the BOPPPS framework.

This paper aims to provide a comprehensive review of the application of the BOPPPS teaching model in physical education. By synthesizing existing research and analyzing practical case studies, this study explores how the model enhances learning experiences, identifies its challenges, and proposes future directions for its implementation. Through this review, we aim to highlight the potential of the BOPPPS model as an effective pedagogical tool in the context of physical education.

## 2. Theoretical Framework

### 2.1. Overview of the BOPPPS Teaching Model

The BOPPPS teaching model is an instructional framework that emphasizes a structured, learner-centered approach, integrating six key stages: Bridge-in, Objective, Pre-assessment, Participatory Learning, Post-assessment, and Summary. Each component plays a specific role in enhancing teaching efficacy and fostering active learning.

Bridge-in focuses on capturing students' attention and stimulating their interest in the subject. Techniques such as storytelling, real-world examples, or multimedia presentations are commonly used at this stage to create a contextual foundation for the lesson.

Objective refers to clearly defining measurable and achievable learning goals. This stage ensures alignment between instructional activities and expected outcomes, often articulated using frameworks such as Bloom's taxonomy.

Pre-assessment involves gauging students' prior knowledge and skills to identify their readiness and learning needs. This step is particularly critical in tailoring instruction to accommodate diverse learner profiles.

Participatory Learning represents the core of the BOPPPS model, emphasizing active student engagement through collaborative, experiential, and problem-solving activities. This stage aligns with constructivist theories, which advocate for knowledge construction through hands-on experiences and social interaction.

Post-assessment measures the extent to which students have achieved the learning objectives. This component often employs formative or summative assessment tools, providing

feedback to both learners and instructors.

Summary serves as the reflective phase, where key concepts are reinforced, and students are encouraged to consolidate their understanding. This step ensures the long-term retention of knowledge and skills.

The theoretical underpinning of the BOPPPS model is rooted in several educational paradigms, including constructivism, Bloom's taxonomy, and behaviorism. Constructivism advocates that learners construct knowledge actively rather than passively receiving it. By incorporating participatory learning, BOPPPS aligns closely with this perspective, promoting activities that facilitate exploration, interaction, and collaboration. Meanwhile, Bloom's taxonomy guides the formulation of learning objectives, ensuring a hierarchical progression of cognitive, affective, and psychomotor development. Finally, behaviorist principles are evident in the structured design of pre- and post-assessments, which provide opportunities for feedback and reinforcement.

## 2.2. Characteristics of Physical Education as a Discipline

Physical education (PE) possesses unique characteristics that distinguish it from traditional academic subjects. These include its emphasis on practical application, physical activity, and the development of motor skills and teamwork abilities. These features present both opportunities and challenges for instructional design.

**Practical and Experiential Nature:** Unlike lecture-based subjects, PE heavily relies on active participation and real-time practice. Students acquire skills through drills, games, and physical challenges, which require experiential learning strategies.

**Diverse Learning Goals:** PE encompasses a broad spectrum of objectives, from enhancing physical fitness and promoting healthy lifestyles to fostering emotional and social skills like teamwork, leadership, and resilience. This diversity necessitates a holistic instructional approach.

**Individual Differences:** Students in PE classes often exhibit significant variability in physical abilities, fitness levels, and prior experience. This heterogeneity demands adaptive teaching strategies that can address different needs while ensuring inclusivity.

**Immediate Feedback:** Feedback in PE is often instantaneous and tangible, as students can observe their own performance in real-time or receive direct coaching from instructors. This dynamic interaction aligns well with the assessment stages of the BOPPPS model.

Given these unique characteristics, the integration of the BOPPPS model in PE requires thoughtful adaptation. For example, the participatory learning phase may involve designing activities that balance skill acquisition with inclusivity, while pre-assessment tools must account for the variability in students' physical capabilities. Moreover, the bridge-in phase might utilize physical demonstrations or videos of professional athletes to inspire student interest and engagement.

## 2.3. Integrating BOPPPS into Physical Education

The integration of the BOPPPS teaching model into physical education represents a synthesis of pedagogical principles and discipline-specific needs. By aligning the structured phases of BOPPPS with the experiential,

performance-oriented nature of PE, instructors can enhance both learning outcomes and student engagement.

For instance:

The Bridge-in phase can leverage engaging activities like warm-ups that simulate game scenarios, fostering immediate involvement.

The Objective stage should clearly outline expected outcomes, such as mastering a specific skill (e.g., a volleyball serve) or improving a fitness parameter (e.g., endurance).

In the Pre-assessment stage, teachers can use baseline fitness tests or surveys to determine the class's starting point.

During Participatory Learning, students actively practice skills, engage in team sports, or complete fitness challenges, encouraging peer collaboration and self-reflection.

Post-assessment can include skill demonstrations or group competitions that provide measurable evidence of learning progress.

Finally, the Summary phase may involve group discussions, video reviews of performance, or reflective journals, helping students consolidate their understanding and celebrate their achievements.

This theoretical framework lays the foundation for examining the application of BOPPPS in physical education. By contextualizing the model within the unique characteristics of PE, it is possible to explore its potential to address challenges, enhance learning outcomes, and foster holistic development among students.

## 3. Review of the Application of BOPPPS in Physical Education

### 3.1. Current Implementation in Physical Education

The BOPPPS teaching model has gained significant traction in physical education (PE) as educators seek innovative ways to improve student engagement, skill development, and learning outcomes. Its application spans various PE contexts, including swimming, badminton, and general physical education courses, as detailed in recent studies.

**Swimming Education:** Research shows that integrating the BOPPPS model with online platforms, such as Rain Classroom, enhances students' swimming techniques, speed, and theoretical knowledge. For instance, a study conducted at Wuhan Physical Education University revealed that students in the experimental group using the BOPPPS model demonstrated faster average breaststroke times and better technical execution compared to the control group, which followed traditional teaching methods. The pre-assessment phase allowed instructors to gauge students' initial skill levels, while participatory learning enabled peer collaboration and real-time feedback, resulting in a 15% increase in post-assessment scores for technique.

**Badminton Classes:** In university-level badminton courses, the BOPPPS model was applied to improve skill proficiency and learning interest. Specific techniques, such as forehand serve, backhand strokes, and shuttlecock trajectory control, showed significant improvement in post-experiment analysis ( $P < 0.05$ ). Additionally, students in the experimental group exhibited enhanced cooperation skills and learning interest, as evidenced by questionnaire responses, with 87% reporting increased motivation for practice sessions.

**Online and Hybrid Teaching:** During the COVID-19 pandemic, the hybrid BOPPPS model (HBOPPPS) was

implemented in online PE courses to address challenges such as limited physical interaction and lack of immediate feedback. A study at Harbin Medical University incorporated online teaching elements into BOPPPS to form a hybrid model, which was compared with traditional offline teaching. Results indicated that students' average final scores in HBOPPPS classes ( $83.9 \pm 0.5$ ) were significantly higher than those in purely offline BOPPPS classes ( $81.1 \pm 0.6$ ), highlighting the advantages of flexibility and accessibility in hybrid learning.

### 3.2. Effectiveness of BOPPPS in PE Contexts

The effectiveness of the BOPPPS model in PE courses can be assessed through multiple dimensions:

**Skill Development:** The structured phases of the BOPPPS model, particularly pre-assessment and participatory learning, contribute to significant improvements in motor skills. For instance, in swimming courses, the inclusion of video-based demonstrations during the Bridge-In phase and targeted feedback during participatory sessions resulted in higher scores for body posture, leg movements, and coordination. In a four-month study, students' breaststroke speeds improved by an average of 10% in BOPPPS classes compared to traditional methods.

**Learning Interest and Motivation:** The Bridge-In phase's use of engaging activities, such as multimedia presentations and real-world applications, has been shown to stimulate student interest effectively. In badminton courses, interactive pre-assessments and group discussions increased engagement, with 92% of students reporting a stronger desire to attend classes and participate in drills.

**Autonomous and Cooperative Learning:** The BOPPPS model's emphasis on student-centered learning fosters independence and teamwork. Studies show that students in BOPPPS courses demonstrate greater proficiency in collaborative activities, such as team sports and peer feedback exercises, compared to those in traditional setups. For example, 79.4% of students in HBOPPPS classes reported an improvement in independent learning skills, while 73.5% appreciated the model's flexibility, as indicated by survey responses.

**Assessment and Feedback:** One of the model's strengths lies in its robust assessment mechanisms. The pre- and post-assessment stages provide a clear measurement of student progress and enable instructors to tailor their teaching strategies effectively. In a study involving public mathematics courses, the percentage of students achieving scores above 90 increased by 20% following the implementation of the BOPPPS model, demonstrating its potential to enhance academic performance.

### 3.3. Comparative Analysis: BOPPPS vs. Traditional Methods

Research consistently highlights the advantages of the BOPPPS model over traditional teaching approaches. The following cases illustrate its impact:

#### Case 1: Swimming Courses

**Traditional Method:** Focused on instructor demonstrations and group practice, resulting in limited individual feedback and slower skill acquisition. Students often struggled to grasp complex swimming techniques, such as proper breathing and arm-leg coordination, due to the lack of personalized guidance.

**BOPPPS Approach:** By integrating pre-class online

learning resources, the BOPPPS model allowed students to familiarize themselves with key techniques before in-class sessions. This enabled more in-depth practice and feedback during participatory learning phases, leading to a 15% improvement in technical skills and a 10% increase in swimming speed.

#### Case 2: Badminton Elective Courses

**Traditional Method:** Emphasized repetitive drills with minimal student interaction, resulting in low engagement and motivation.

**BOPPPS Approach:** The model incorporated interactive elements, such as team-based activities and skill challenges during participatory learning. Post-assessment results showed a 12% increase in technical proficiency, and 87% of students reported a greater sense of achievement and collaboration.

### 3.4. Challenges and Limitations

While the BOPPPS model has demonstrated significant potential, its implementation in PE faces several challenges:

**Resource Constraints:** Developing comprehensive pre-assessment tools and interactive learning activities requires significant time and effort. Moreover, access to technological resources, such as video recording equipment and online platforms, may not be uniformly available across institutions.

**Teacher Training:** The success of the BOPPPS model depends heavily on instructors' ability to adapt to its requirements. This includes mastering online teaching tools, designing effective participatory activities, and providing timely feedback. A lack of professional development opportunities for educators can hinder the model's widespread adoption.

**Student Diversity:** Catering to the varied physical abilities and learning preferences of students remains a challenge. For example, while some students thrive in participatory learning environments, others may require additional support during the pre-assessment and post-assessment stages to achieve comparable outcomes.

### 3.5. Summary and Implications

The application of the BOPPPS teaching model in physical education demonstrates clear advantages in enhancing skill acquisition, motivation, and learning engagement. Its structured approach provides a replicable framework for improving educational outcomes in diverse PE contexts. However, addressing challenges related to resource allocation, teacher training, and student diversity will be critical for maximizing its potential impact.

Further research should explore long-term effects of the BOPPPS model in PE, particularly in hybrid and online environments. By addressing current limitations and building on its strengths, the BOPPPS model can play a transformative role in shaping the future of physical education.

## 4. Advantages and Challenges of the BOPPPS Model in Physical Education

The BOPPPS teaching model offers a structured and student-centered approach to instruction, making it highly effective in addressing the diverse needs of physical education (PE) students. However, its implementation is not without challenges. This section critically examines the advantages and limitations of the BOPPPS model in the context of PE, focusing on its impact on skill acquisition,

student engagement, and instructional design, as well as the obstacles to its adoption and sustainability.

#### **4.1. Advantages of the BOPPPS Model in Physical Education**

##### **Enhanced Student Engagement and Participation**

The BOPPPS model's emphasis on participatory learning transforms the traditionally passive role of students in PE into an active and dynamic one. By incorporating interactive methods during the Bridge-In phase and activities tailored to students' abilities, the model ensures that students remain engaged throughout the learning process. Research in badminton classes has shown that the use of participatory exercises increases students' willingness to practice and their overall enthusiasm for the sport, with 87% of students in BOPPPS-designed courses reporting higher motivation compared to traditional methods.

##### **Structured Skill Acquisition**

One of the key strengths of the BOPPPS model is its clear and systematic structure, which supports the development of motor skills and theoretical knowledge. For instance, pre-assessment enables instructors to identify students' baseline abilities and tailor the content to meet their specific needs. Post-assessment provides measurable outcomes, allowing for targeted feedback that enhances skill acquisition. In swimming courses, students under the BOPPPS framework demonstrated a 15% improvement in technique mastery and a 10% increase in swimming speed compared to those taught through traditional methods.

##### **Fostering Autonomous and Cooperative Learning**

The BOPPPS model empowers students to take ownership of their learning through pre-assessment activities, online resources, and collaborative exercises. In hybrid learning environments, students reported significant improvements in independent learning skills and the ability to work effectively in teams. For example, in swimming courses, online modules complemented classroom practice, allowing students to review techniques and collaborate with peers outside of class. This dual approach strengthened both their individual performance and teamwork abilities.

##### **Increased Teaching Effectiveness and Feedback**

By emphasizing clear objectives, timely feedback, and participatory learning, the BOPPPS model enhances teaching effectiveness. Teachers can adapt their methods in real-time based on feedback from pre- and post-assessment phases. This adaptability not only improves students' learning outcomes but also helps educators refine their instructional strategies. Studies in badminton and swimming have highlighted the model's ability to increase learning efficiency and reduce skill acquisition time.

##### **Integration with Technology**

The BOPPPS model seamlessly integrates with modern educational technologies, such as online learning platforms and multimedia tools. This integration expands the learning environment beyond the classroom, enabling students to access resources at their convenience. For instance, the use of Rain Classroom in swimming courses allowed students to engage in pre-class video analysis and post-class skill assessments, significantly enhancing their overall learning experience.

#### **4.2. Challenges of the BOPPPS Model in Physical Education**

##### **High Demand on Teacher Training and Expertise**

Effective implementation of the BOPPPS model requires significant changes in teaching practices, necessitating comprehensive teacher training. Instructors must be proficient in designing interactive activities, managing participatory learning sessions, and using technology to support online and hybrid teaching. However, many educators lack the necessary training or resources to adopt these methods. For example, a study on hybrid BOPPPS teaching noted that teachers faced difficulties in balancing online and offline components due to limited experience with digital tools.

##### **Time and Resource Constraints**

Designing and implementing the BOPPPS model is resource-intensive, particularly in PE, where activities often require specialized equipment and facilities. Pre-assessment tools, multimedia materials, and participatory exercises must be carefully developed, which can be time-consuming. Additionally, resource constraints in many institutions may limit the availability of technologies like video analysis software and online platforms.

##### **Adaptation to Diverse Student Needs**

The diversity of student abilities and learning preferences in PE poses a challenge for the BOPPPS model. While the framework is designed to be flexible, addressing the wide range of physical and cognitive abilities in a single classroom requires substantial effort. For instance, students with lower physical fitness or prior experience may require more time and individual attention during participatory learning phases, which can disrupt the overall pace of the class.

##### **Balancing Standardization with Personalization**

While the BOPPPS model provides a structured framework, its rigid phases can sometimes limit instructors' ability to personalize lessons for individual students. Instructors may struggle to balance standardized objectives with the need to accommodate unique student needs. For example, high-performing students may find the pre-assessment phase redundant, while less advanced students may require additional time, creating disparities in learning outcomes.

##### **Limited Long-Term Data on Effectiveness**

Despite its growing popularity, there is limited long-term data on the sustained effectiveness of the BOPPPS model in PE. Most studies focus on short-term improvements in skill acquisition and engagement, but further research is needed to assess its impact on long-term fitness, lifestyle changes, and broader educational outcomes.

##### **Challenges in Online and Hybrid Environments**

While the integration of online learning enhances flexibility, it also introduces challenges, such as reduced physical interaction and difficulties in providing immediate feedback. For instance, students in hybrid BOPPPS courses reported occasional difficulties in accessing online resources or maintaining motivation for self-directed learning. Additionally, technical issues, such as unreliable internet connectivity, can hinder the effectiveness of online components.

#### **4.3. Implications for Future Development**

To maximize the potential of the BOPPPS model in physical education, several strategies should be considered:

**Investing in Teacher Training:** Comprehensive training programs should be developed to help instructors master the BOPPPS framework and integrate technology effectively into their teaching.

**Developing Scalable Resources:** Institutions should

allocate resources to create scalable pre-assessment tools, interactive materials, and technology platforms that can be used across multiple PE courses.

**Fostering Collaboration:** Encouraging collaboration among instructors can lead to the sharing of best practices and innovative approaches for implementing the BOPPPS model in diverse contexts.

**Conducting Long-Term Research:** Further studies should investigate the long-term effects of the BOPPPS model on student fitness, health behaviors, and academic performance.

By addressing these challenges and building on its strengths, the BOPPPS model has the potential to revolutionize physical education, fostering a generation of students who are not only physically competent but also active and engaged learners.

## 5. Future Prospects

The BOPPPS teaching model has demonstrated significant potential in revolutionizing physical education (PE), offering structured, student-centered, and interactive learning experiences. However, as education continues to evolve, further advancements and refinements are required to address emerging challenges and fully capitalize on the model's strengths. This section explores future directions for the application and development of the BOPPPS model in PE, emphasizing technological integration, personalized instruction, and long-term impact.

### 5.1. Technological Integration and Digital Innovation

The integration of technology into education has become a cornerstone of modern teaching methods, and the BOPPPS model is no exception. Future developments should focus on leveraging emerging technologies to enhance each stage of the BOPPPS framework.

**Virtual and Augmented Reality (VR/AR):** VR and AR technologies can provide immersive, real-world simulations for PE students, enhancing skill acquisition and engagement during participatory learning. For example, virtual swimming simulations or badminton games could allow students to practice techniques in a risk-free environment, receiving instant feedback on their movements.

**Artificial Intelligence (AI):** AI-powered analytics can be employed during pre- and post-assessment phases to provide personalized feedback and track individual progress. By analyzing performance data, AI systems can suggest customized learning paths tailored to each student's needs, maximizing the effectiveness of the BOPPPS model.

**Wearable Technology:** The use of fitness trackers and wearable devices can enhance real-time assessment and monitoring during physical activities. Metrics such as heart rate, movement efficiency, and endurance levels can be collected and analyzed to provide objective data for evaluation.

**Gamification:** Incorporating gamified elements into the BOPPPS framework can further motivate students. For instance, digital leaderboards, skill-based challenges, and rewards for achieving specific milestones can boost engagement and foster a sense of achievement.

### 5.2. Personalized and Inclusive Education

The BOPPPS model has shown promise in addressing diverse learning needs, but further innovations are required to

ensure inclusivity and personalization in PE.

**Adapting to Individual Abilities:** Future implementations of the BOPPPS model should emphasize adaptive teaching strategies that cater to students with varying physical abilities. For instance, differentiated tasks during participatory learning can allow all students to engage meaningfully, regardless of their fitness levels.

**Cultural Sensitivity and Global Application:** As PE becomes more globalized, the BOPPPS model must be adapted to accommodate cultural differences in sports, physical activities, and learning preferences. Developing culturally sensitive instructional materials and activities will ensure the model's relevance in diverse educational contexts.

**Inclusive Learning Environments:** To make PE accessible to all, including students with disabilities, the BOPPPS model should integrate universal design principles. For example, modified sports equipment, virtual participation options, and peer-supported learning can create more inclusive classrooms.

### 5.3. Expanding the Scope of Application

While the BOPPPS model has been predominantly applied in skill-based sports and activities, its scope can be broadened to include other aspects of physical education and beyond.

**Health and Wellness Education:** The BOPPPS model can be adapted to teach health-related topics, such as nutrition, mental health, and injury prevention, combining theoretical instruction with practical applications to promote lifelong wellness.

**Team Building and Leadership Development:** Participatory learning stages can be designed to emphasize teamwork and leadership skills, preparing students for collaborative environments both in and outside of sports.

**Cross-Disciplinary Applications:** The model's flexibility allows for integration with other academic disciplines. For instance, combining PE with STEM (Science, Technology, Engineering, and Mathematics) subjects could create innovative courses such as biomechanics or sports technology.

### 5.4. Long-Term Impact Assessment

Despite its demonstrated effectiveness in short-term studies, the long-term impacts of the BOPPPS model on students' physical and cognitive development remain underexplored. Future research should focus on:

**Tracking Fitness and Health Outcomes:** Longitudinal studies are needed to evaluate how the BOPPPS model influences students' physical fitness, health behaviors, and lifestyle choices over time.

**Assessing Cognitive and Social Development:** The model's impact on critical thinking, problem-solving, and social skills in PE should be examined to understand its broader educational benefits.

**Sustainability and Scalability:** Research should investigate how the BOPPPS model can be sustainably implemented across diverse educational settings, including resource-limited schools and underprivileged communities.

### 5.5. Policy and Institutional Support

The widespread adoption of the BOPPPS model in PE will require strong institutional and policy support.

**Professional Development Programs:** Governments and institutions should invest in training programs to equip educators with the skills needed to implement the BOPPPS framework effectively. Workshops, certifications, and peer-

learning networks can enhance teacher readiness.

**Infrastructure and Funding:** Adequate funding for facilities, technology, and instructional materials is essential for the successful implementation of the BOPPPS model. Schools should prioritize investments in modern PE equipment and digital platforms.

**Integration into National Curricula:** Policymakers should consider embedding the BOPPPS model into national education standards for PE, ensuring consistency and quality across institutions.

## 5.6. Future Research Directions

To fully understand and optimize the BOPPPS model in PE, further research is needed in the following areas:

**Hybrid and Online Models:** Examining the long-term effectiveness of hybrid BOPPPS frameworks in online and blended learning environments.

**Innovative Assessment Tools:** Developing new tools and methodologies for pre- and post-assessments that align with the unique requirements of PE.

**Student-Centered Metrics:** Investigating the psychological and emotional benefits of the BOPPPS model, including its impact on student motivation, confidence, and self-efficacy.

## 6. Conclusion

The BOPPPS teaching model has proven to be an effective, structured, and student-centered approach in physical education, enhancing skill acquisition, engagement, and learning outcomes. Through its clear phases of pre-assessment, participatory learning, and post-assessment, the model fosters active learning, independent thinking, and collaboration among students. Empirical evidence from various studies highlights its advantages in improving technical skills, increasing motivation, and supporting personalized instruction.

However, challenges such as resource constraints, teacher training needs, and student diversity must be addressed to fully realize its potential. Future advancements in technology,

inclusive education strategies, and policy support will be critical to overcoming these barriers and expanding the model's application in physical education and beyond.

In conclusion, the BOPPPS model offers a transformative framework for modern physical education, equipping students with both the technical and cognitive skills necessary for lifelong health and learning. By addressing current challenges and leveraging emerging opportunities, the model can continue to play a pivotal role in shaping the future of education.

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