

# HSTalks

The Business & Management Collection

*A multimedia resource for teaching and learning*

商业与管理视频型数据库

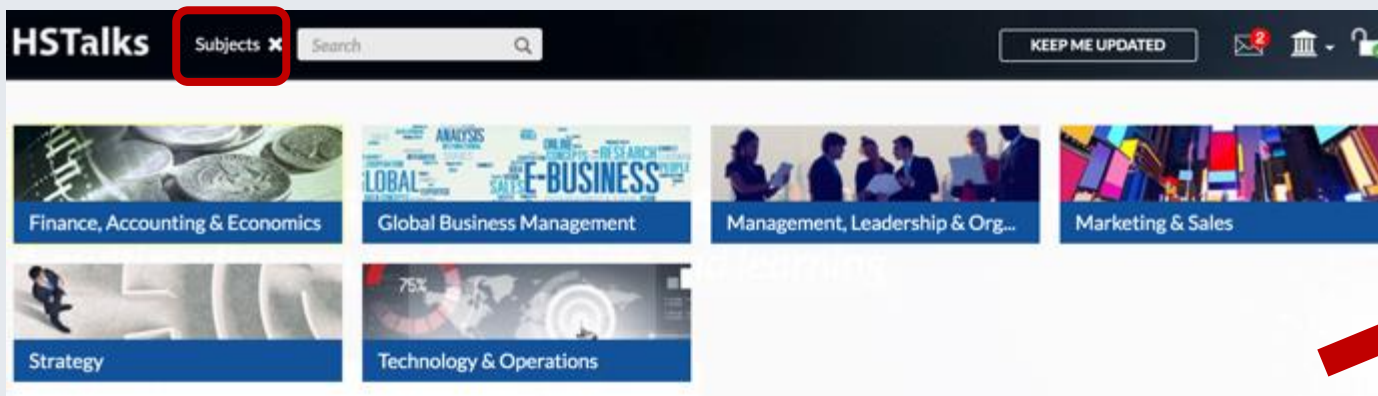
使用指南

# HSTalks 使用说明

登入网站: <https://hstalks.com/business/>

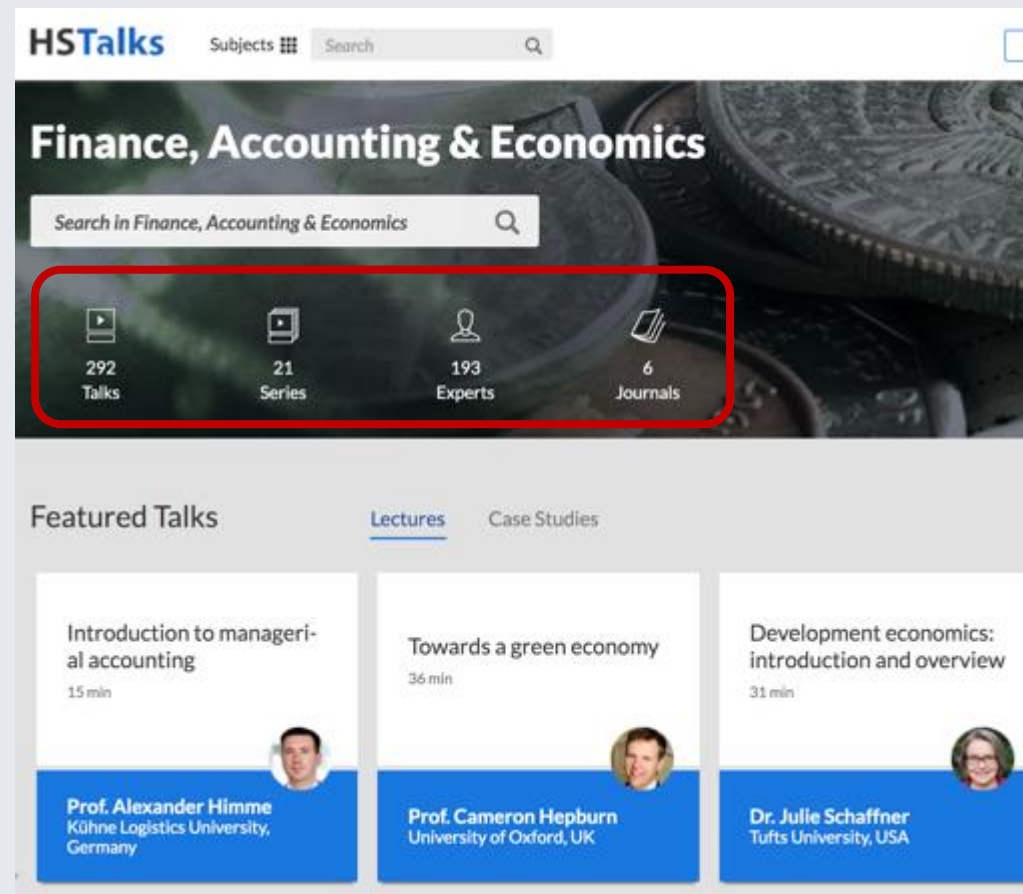
## 方法1:

- 点击“主题” (Subjects)
- 选择特定一主题



继续搜索吧!

- 点选想观看的  
讲座(Lectures)/系列 (Series)/  
讲者 (Experts)/期刊(Journals)
- 或向下滚动页面从所显示的各视频选择



## 方法2:

- 直接使用通过的搜索栏(Search)输入关键字快速搜索您要的内容。

The screenshot displays the HSTalks website interface. At the top left, the logo 'HSTalks' is visible next to a 'Subjects' menu icon. A search bar with the placeholder text 'Search' and a magnifying glass icon is highlighted with a red box. To the right of the search bar is a 'KEEP ME UPDATED' button and icons for notifications, a building, and a lock. The main heading reads 'The Business & Management Collection' with the subtitle 'A multimedia resource for teaching and learning'. Below this, another search bar with the placeholder 'Search for talks' and a magnifying glass icon is also highlighted with a red box, followed by a 'Talks' dropdown menu. The bottom navigation bar features four categories: 'Subject Areas' with a 'Browse' dropdown, 'Leading Experts' with a 'View' dropdown, 'Vocational Journals' with an 'Explore' dropdown, and 'Great Content Easy to Access' with a dropdown arrow.



The screenshot shows the HSTalks website interface. At the top left is the 'HSTalks' logo. To its right is a 'Subjects' menu icon and a search bar containing the word 'accounting'. Further right is a 'KEEP ME UPDATED' button and icons for notifications, a user profile, and a lock. Below the search bar, the text 'Search results for: "accounting"' is displayed. Underneath are four category icons: 'Talks (254)', 'Series', 'Experts', and 'Articles'. A blue filter bar contains several dropdown menus: 'Format', 'Category', 'Date Published', 'Subtitles', 'Talk Duration', and 'Availability'. There is also a checkbox for 'Show only Case Studies'. The main content area shows two search results. The first result is '1. Introduction to managerial accounting' by Prof. Alexander Himme, published in January 2018, with a 15-minute video thumbnail. The second result is '2. Introduction to accounting records and accounts' by Mr. Huw Morgan, published in May 2017, with a video thumbnail. To the right of the search results is a call-to-action box with a magnifying glass icon, text asking for assistance in finding talks, and a 'SEND SYLLABUS' button. Below that is an information icon.

搜索结果可以根据各项筛选:

- 类别 "Format" (Lectures/Interviews/Case studies...)
- 主题 "Category"
- 出版时间 "Date Published"
- 字幕语言 "Subtitle"
- 视频长度 "Talk Duration"
- 视频状态 "Availability" (已发布 / 录制中)



# HSTalks讲座特色



## 1 投影片列表

显示各张幻灯片的简介  
点选跳转到选定的幻灯片，旁白同步

## 2 看完此视频该反思的问题



HENRY STEWART TALKS

Consultancy, Power and Management Ideas  
The Case of McKinsey & Co.  
Andrew Sturdy

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**Overview**

- McKinsey Vignettes - brief
- McKinsey, power and resistance - overview
- Conclusions - need to focus on power and consulting
- Useful sources

Mid-term exam

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**Vignettes of management ideas**


Sector-specific  
Healthcare privatisation



Role model  
Professional consultant and manager



Methods-based  
The war for talent



Check with the professor about this subject in detail

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**#1: The professional consultant/manager (Only partly intentional effects)**

Institutionalization

- "Up or out" creates alumni network
- Harvard MBAs
- Case-interview analysis & persuasion as "McKinsey Mind"
- The new manager...?

"The brass... high fives; adept with the language of MBA programmes and big league consultants, parachuting from one change assignment to the next" (Covey, 1999)

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HENRY STEWART TALKS

Consultancy, Power and Management Ideas  
The Case of McKinsey & Co.  
Andrew Sturdy

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**#2: The war for talent / forced curve ranking system (FCRS) 'risk and yank'**

- Thought leadership (e.g. books/reports)
- High low/collusion model
- Connection with CEOs (e.g. Elton - 10% go p.a.)
- Discourses: Parables, Evolution, Games
- The war for talent & the FCRS
- Links with Harvard Business Press
- Borrowed from G.I. & others

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**#3: Healthcare privatisation**

**NHS National Health Service (UK)**

Many of the (health and social care) NHS proposals were drawn up by McKinsey and included in the legislative wholesale... the NHS has used its privileged access to share information with its corporate clients - which include the world's biggest private hospital firms - who are now set to bid for health service work. McKinsey's involvement in the NHS is so great that its executives attend the meetings of the 'Extraordinary NHS Management Board' convened to implement it. Sometimes McKinsey even hosts their meetings at its UK headquarters' (Dove, 2012)

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**Forms of Power (Lukes, 2005) & McKinsey**

	Resources (i.e. social networks, knowledge, base of consulting business)	Processes (agends are aligned, methods)	Outcomes (Thought leadership, consultancy, legitimacy, etc.)
Professional Consultant	Frames for sales (theories, ideas for change/strategic skills, e.g. performance)	Recruitment from "top" universities to MBAs, then into professional bodies to create prod. network	Institutionalization of McKinsey's "best practice" mythology, cultural restrictions from NHS
War for talent / FCRS	Skill & drive to generate research, client networks, reputation/implementation	Privileged access to elites, elite with Harvard Business Press	Character - observed of "top players" "Parables of the talent"/ "war"
Consultant Healthcare	Finance & time (conferences & briefs, service, relations to senior key decision-makers)	Research clients, writing framework / presentation documents	Agenda setting (elite), shaping research, publicity, using "best practice" & cultural discourses

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- 老师可以输出讲义给学生，并配有注记区域，学生针对各张幻灯片写下自己的想法。
- 充分考虑学生及研究者的在研究及学习过程中的注记需求。
- 帮助学生及研究者梳理自己的脉络及想法。

# HSTalks讲座特色



1 演讲所涵盖的相关主题 / 议题

帮助快速了解影片内容，节省时间

2 相关主题演讲链接

查看在同一系列中的其他演讲

3 引用此演讲的相关信息

撰写论文、讲义等可引用的信息

★ 视频内容会持续复审!

The speaker and/or editor reviewed the talk and determined that it is still a reliable description of the subject.



上海飞资得信息技术

# Talent and leadership strategies



Lastly, the ability of the organization as well as the leader to learn and that's also



- 1 可添加字幕
- 2 可重复、停顿观看
- 3 可调整视频播放速度、解析度



## 讲者演讲内容逐字稿

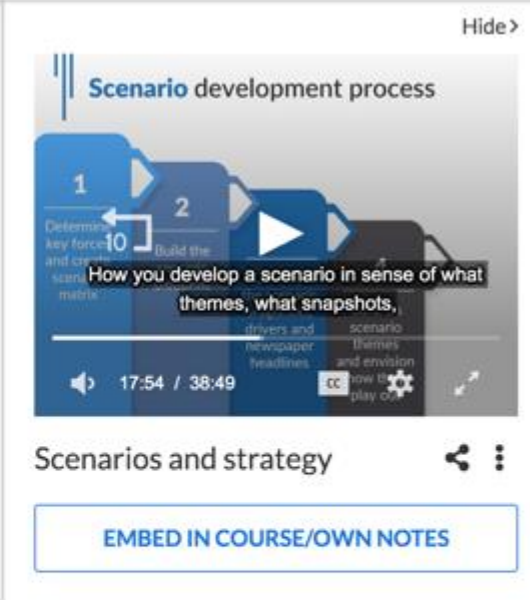
将页面向下拖动，视频在页面右方缩小化呈现、对照讲者旁白的逐字讲稿学习，不会跟丢哦！

Player    Related Lectures    Transcript

the regulations under which credit unions and savings and loans and community banks and other financial service providers might operate. We would also include who are the referees? How is this legislation interpreted at federal, state and municipal levels? It would also include who are the players in the industry? Are they mostly the traditional players, or do we see very new ones emerging? A Yahoo Finance, a GE Capital just to use examples from the past, where new entrants emerged. Lastly, we would also be sensitive to the strategies employed. Are these players mostly pursuing high rate of return on capital, some of them willing to incur losses to build market share or to establish brand power or some may wish to have a very broad product offering or control certain channels? That would all fall under the playing field dimension. Under technology as one might expect it would include Internet banking, websites and portals, check imaging, personal identification, database design, back end systems software and data mining.

17:21    So, to recap the process of scenario planning, we start with forces that might change the future, and we zero in on the two top uncertainties which creates then a matrix. Then the next step will be to develop what we call a blueprint, we'll give an example of that momentarily. Then start to develop this blueprint just like with a home by building around the blueprints, the walls, the foundation, the electrical systems, the windows, the roof etc. That can be done very creatively. How you develop a scenario in sense of what themes, what snapshots, like a day in the life of a consumer or what newspaper headlines you might project for that scenario. That really depends on the audience. Some companies like a more analytical even number-oriented way of portraying scenarios. Others one case people acted out on the stage using Second City, an improvisation group, how consumers would purchase in that case financial services in the future. But the idea is to communicate to your audience the key messages that these scenarios entail.

18:30    Once the scenarios have been developed, they can be used for strategy purposes in a variety of ways as illustrated on this slide, and I'll discuss them a bit further as well. First of all, you could simply use the scenarios to ask the question, do we have the right talent and the right leadership strategies to survive or do well in these different futures? Another use is to ask if the current strategy, if you were to stress test it across the range of these scenarios is sufficiently robust and sufficiently flexible. Third use, way of leveraging scenarios, is to look at your portfolio of options, basically your investment portfolio and ask if it is well balanced across these different scenarios and if not can you build in more flexibility? Many companies use scenario planning also as a platform for



Hide >

Scenario development process

1 Determine key forces and create scenario matrix

2 Build the scenario

How you develop a scenario in sense of what themes, what snapshots, drivers and newspaper headlines, scenario themes and envision how it will play out

17:54 / 38:49

Scenarios and strategy

EMBED IN COURSE/OWN NOTES



视频缩小化持续播放



# 嵌入功能

可以将整个视频或截取视频某一片段嵌入至Word、PPT、E-mail、学习系统 (Blackboard,Moodle,Sakai)等等。

4. Industry analysis:  
Porter's five forces of competition framework

Suppliers  
Bargaining power of suppliers

Industry competitors  
Rivalry among existing firms

Substitutes  
Threat of substitutes

Potential entrants  
Threat of new entrants

Buyers  
Bargaining power of buyers  
you have to have to be the owner of a license for spectrum.

EMBED IN COURSE/OWN NOTES

Use Lecture in Course or Virtual Learning Environment

Embed as Link Embed as Video Learn More

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- If drag and drop is not possible, highlight the preview (either manually or by clicking 'select preview') and then use the keyboard to copy & paste it into your application.

Select preview

Preview  
Competitive strategy  
Prof. Robert Grant – Bocconi University, Italy

Thumbnail Size  
200x150 100x75 none

Lecture Information  
 Title  Speaker(s)  Affiliation(s)

Use Segment of the Lecture (optional):  
Start Time (eg 2:34) or slide number (eg 5)  
End Time (eg 13:45) or slide number (eg 14)

点选“Select preview”后复制粘贴；或点选“Preview”以下部分直接拖放。

点选嵌入(Embed)后

自定义视频开始与结束段落



## Two tangible types of alternative currency

	Historical	Contemporary
Intrinsic		
Token		

a social constructor agreement or rules around their

use.

Source: Hileman (2014) 'History for Alternative Currencies' *use.* paper

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### Cryptocurrency and blockchain



Dr. Garrick Hileman – University of Cambridge, UK

Published on November 30, 2017 • 42 min

Navigation icons: Slides, Questions, Topics, Links, Citation

8. Is bitcoin 'money'?
9. Five different types of currency
10. An alternative currency is...
11. Taxonomy
12. Two tangible types of alternative currency
13. An open, decentralized alternative currency
14. Five forces creating alternative currencies
15. How bitcoin and blockchain technology work
16. Why people struggle to understand bitcoin?
17. Bitcoin in reality
18. What is bitcoin and the blockchain?
19. Similarities to e-mail technology
20. The blockchain

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