



FACULTY FRIDAYS
WEBINAR SERIES

Faculty Friday Presents:

Lean in the Classroom - Developing Relevant, Value-Adding Accountants

Laurie Burney, Ph.D., CMA, CSCA

Amal Said, Ph.D.

April 16, 2021



The Association of
Accountants and
Financial Professionals
in Business

Webinar Features and CPE Credit

Q&A

Asking Questions




Help



CPE Credit

CPE Credit

 0 min(s)

Criteria for Full Credit

☐ Minutes to Watch: 50

☐ Number of completed Poll(s) required: 3

Moderator



Jodi L. Ryan, CAE
Director
Member Engagement
IMA

Featured Presenter



**Laurie Burney, Ph.D., CMA,
CSCA, CPA (TN-inactive)**

Associate Professor of Accounting

Hankamer School of Business

Baylor University



Laurie Burney's Biography

- Laurie Burney is an Associate Professor in the Department of Accounting and Business Law at Baylor University. Laurie's primary research uses a behavioral approach to investigate management control systems and their association with employee job behaviors.
- She has published in high-quality accounting journals, such as Accounting, Organizations and Society, Behavioral Research in Accounting, and Journal of Accounting and Public Policy. Laurie is an editor for Advances in Management Accounting and an Associate Editor for the IMA's Educational Case Journal. She serves on the board of the Educational Foundation for Women in Accounting, the Texas Council of the IMA, and the Lean Education Advancement Foundation.
- Laurie received the 2018 IMA R. Lee Brummet Distinguished Award for Educators and the Lean Enterprise Institute's Excellence in Lean Accounting Faculty Award.
- Laurie is a CPA (TN-inactive), CMA, CSCA, and earned the Lean Accounting Knowledge Certificate. Laurie received her Ph.D. from the University of Kentucky.

Featured Presenter



Amal Said, Ph.D.

**Associate Professor of Accounting
Haile/US College of Business
Northern Kentucky University**



Amal Said's Biography

- Dr. Amal Said is an Associate Professor of Accounting at Northern Kentucky University. She received her Ph.D. from Virginia Commonwealth University. Her research interests are in executive compensation, earnings management, Balanced Scorecard, lean, measures of performance, and corporate governance. Her research is published in journals such as *Advances in Management Accounting*, *Review of Accounting and Finance*, *Journal of Management Accounting Research*, *American Journal of Business Research*, *Advances in Accounting Behavioral Research*, and *Critical Perspectives on Accounting*.
- Dr. Said is a member of IMA, the American Accounting Association and Beta Gamma Sigma. She served as the President of the Ohio Region of the American Accounting Association and on the editorial board of several journals. She has also served on the Board for not-for-profits and is currently on the board of Educational Foundation for Women in Accounting (EFWA). Amal is a recipient of the Lean Enterprise Institute's Excellence in Lean Accounting Faculty Award.

Learning Objectives

Upon completing this webinar, you will be able to:

1. Demonstrate Lean thinking/philosophy and its importance.
2. Distinguish between lean accounting and accounting for Lean.
3. Apply other professors' approaches for teaching Lean.
4. Identify resources for integrating Lean in the classroom.

Polling Question 1

Which of the following best describes your level of knowledge of, or exposure to Lean?

- a) I have never heard of it before.
- b) I have a general knowledge of the terms from a manufacturing perspective (i.e., JIT, TQM, etc.).
- c) I have **limited** knowledge of lean and how it impacts accounting.
- d) I have a **good** understanding of lean and how it impacts accounting.
- e) I have a **thorough** understanding of lean accounting.

Polling Question 1 Results (Placeholder)

Lean in the Classroom

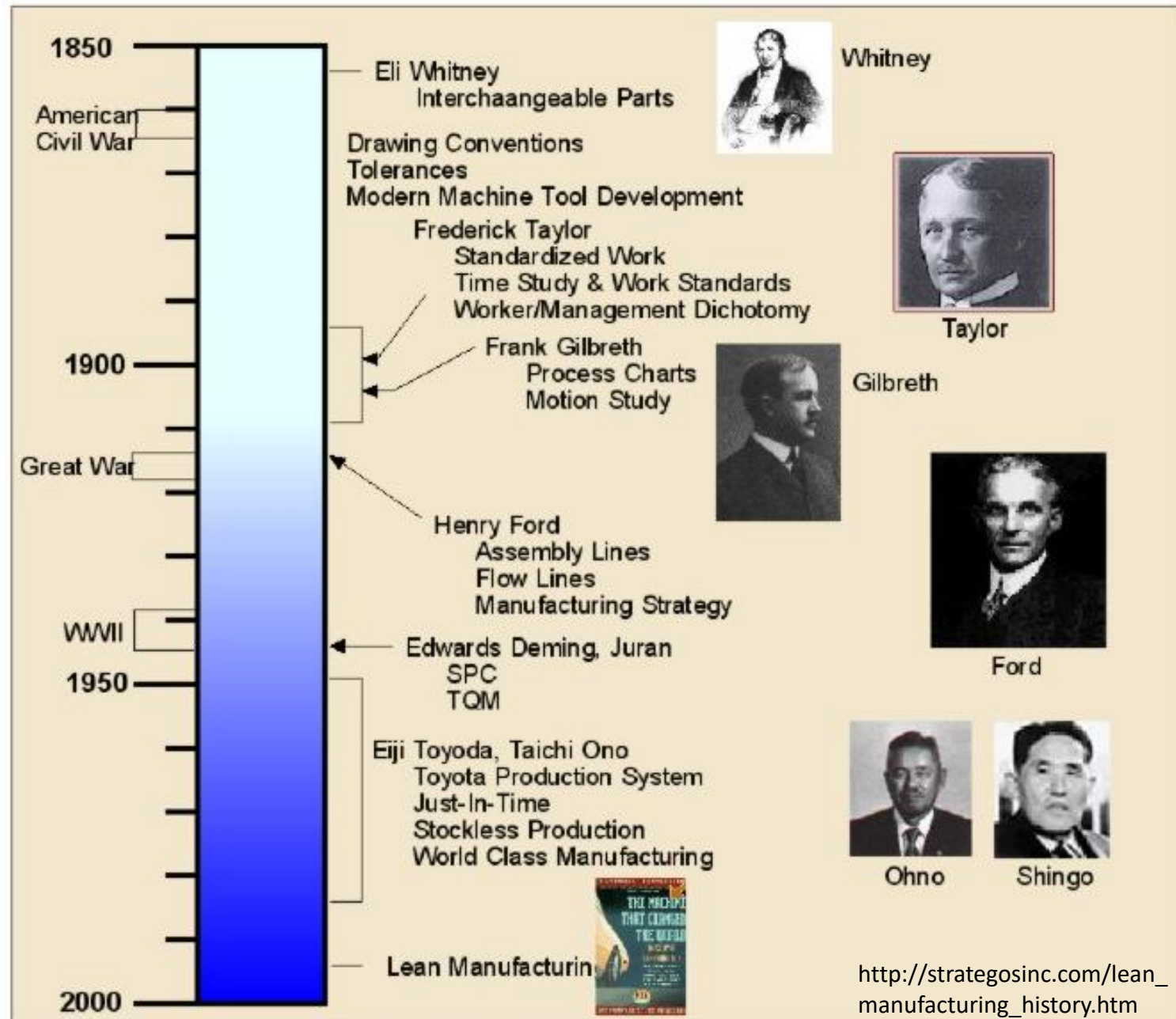




Relevance in Accounting



History of Lean Manufacturing



TOP 10: Lean manufacturing companies in the world

<https://ufuture.com/top-10-lean-manufacturing-companies-world/>

CATERPILLAR®

TEXTRON

TW



<https://refinedimpact.com/4-good-examples-of-companies-that-use-lean-manufacturing/>

From Presentation by Parker Executive: Topics College Professors should consider spending time on

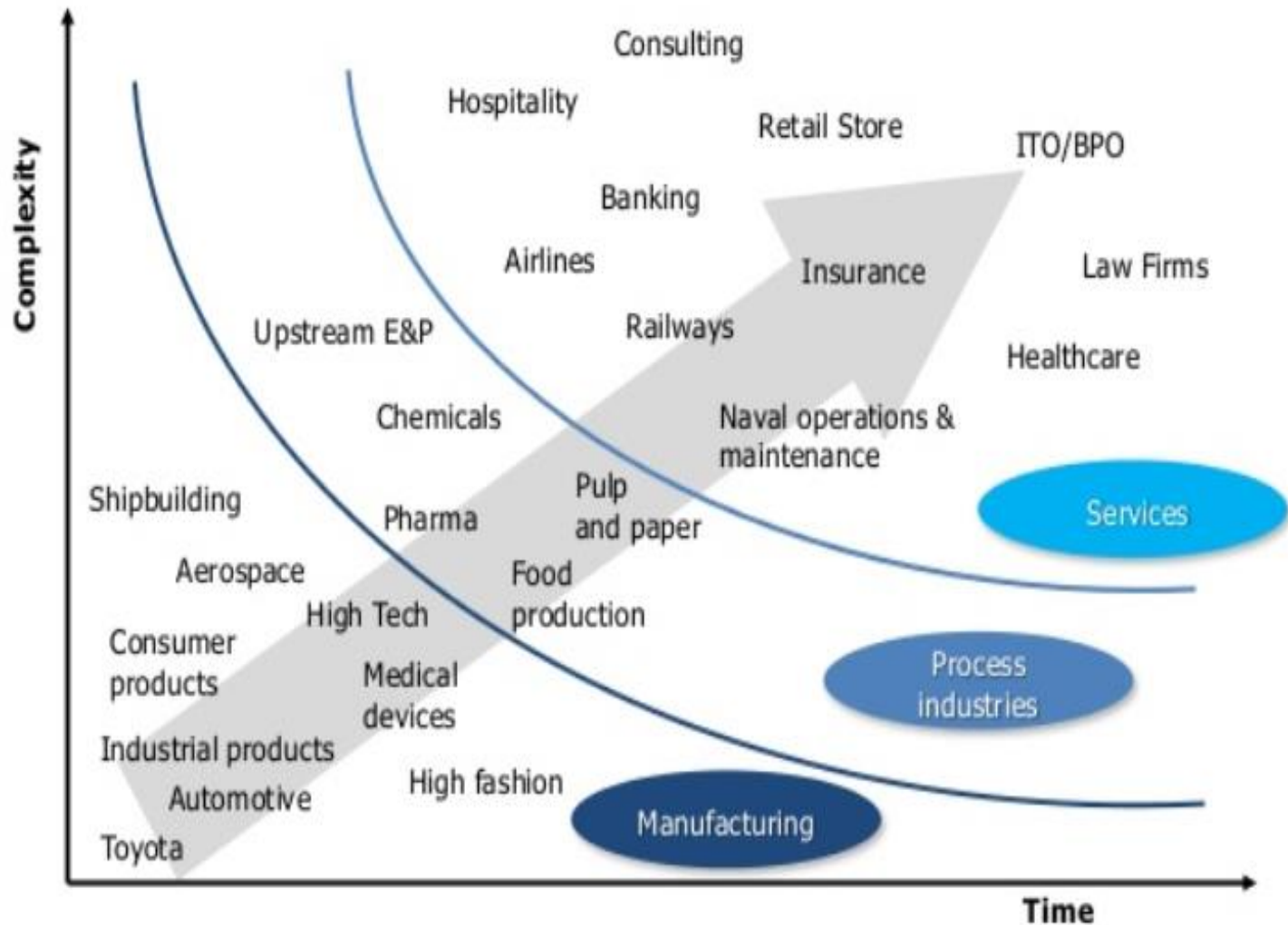
- CPA & CMA, equal coverage, maybe not equal but increased
We have made an entire career based on one class
- Lean Accounting is another form of management accounting, compared to standard costing, or ABC, or full absorption, or.....
- Impact of lean manufacturing philosophy on the use of actual cost data vs standard cost data (idle capacity)
- Simplification is critical, try to avoid creating overkill in going for perfection and False Precision
- Analytical thinking and decision making

April 30, 2015
Cleveland Ohio



**The American
Accounting
Association
Annual Meeting**

Lean Adoptions have spread beyond manufacturing



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OPINION

A leaner government is possible for N.Y.

By Don Wiesenforth

Jan. 31, 2011 | Updated: Jan. 31, 2011 12:40 a.m.

<https://www.timesunion.com/opinion/article/A-leaner-government-is-possible-for-N-Y-986882.php>

2003 – Department of Natural Resources
Coalition of Manufacturers frustrated over approval
time for air quality new construction permits

The coalition was willing to provide and pay for a lean consultant to run a Kaizen (translated from the Japanese as change for the good of all) blitz in an effort to reduce the permit time. The result was remarkable: a reduction in total time from 62 to 12 days. Within six months, the backlog of 600 applications was eliminated and the time to receive a permit further reduced to six days.

The State of Iowa now has an Office
of Lean Enterprise – purpose is to
expand lean efforts in the state
government of Iowa.

<https://dom.iowa.gov/lean-enterprise>



LEAN

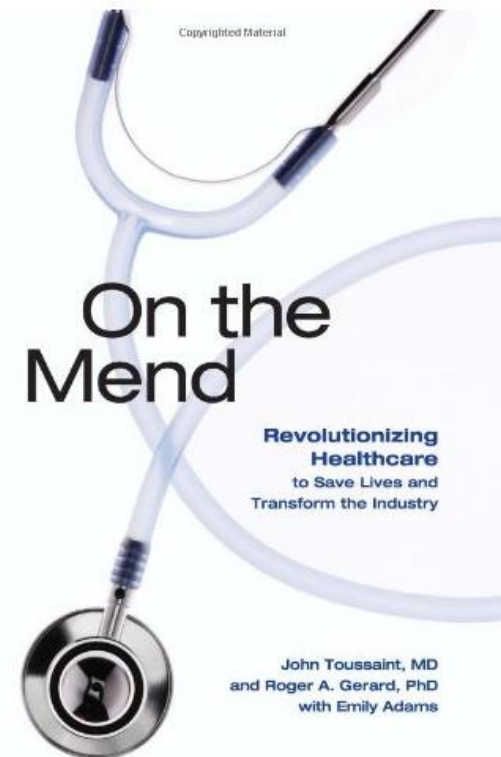
Healthcare

Category	2004 Results (after 2 years of Lean)	Metric	Change from 2002
Inventory	\$1,350,000	Dollars	Down 53%
Productivity	158	FTEs	36% redeployed to other open positions
Floor Space	22,324	Sq. Ft.	Down 41%
Lead Time	23,082	Hours	Down 65%
People Distance	Traveled 267,793	Feet	Down 44%
Product Distance	Traveled 272,262	Feet	Down 72%
Setup Time	7,744	Hours	Down 82%

Source: Virginia Mason Medical Center



Paul Joseph Brown Photography



Polling Question 2

Which of the following courses do you teach?
(please select all that apply)

- a) Introductory accounting
- b) Upper- level cost/managerial
- c) MBA
- d) Master of Accounting
- e) Other courses
- f) I do not teach

Polling Question 2 Results (Placeholder)

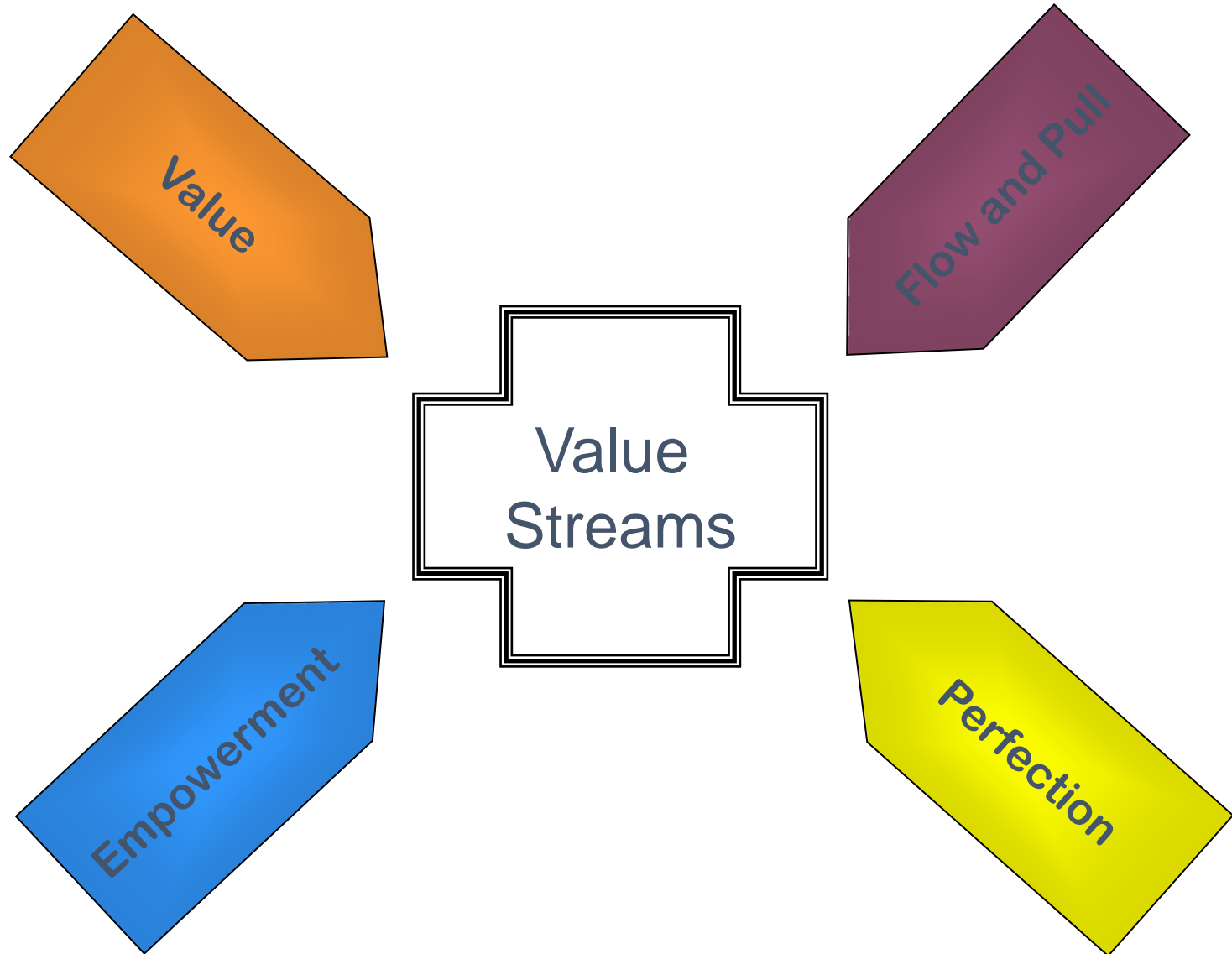


Join at
slido.com
#291717

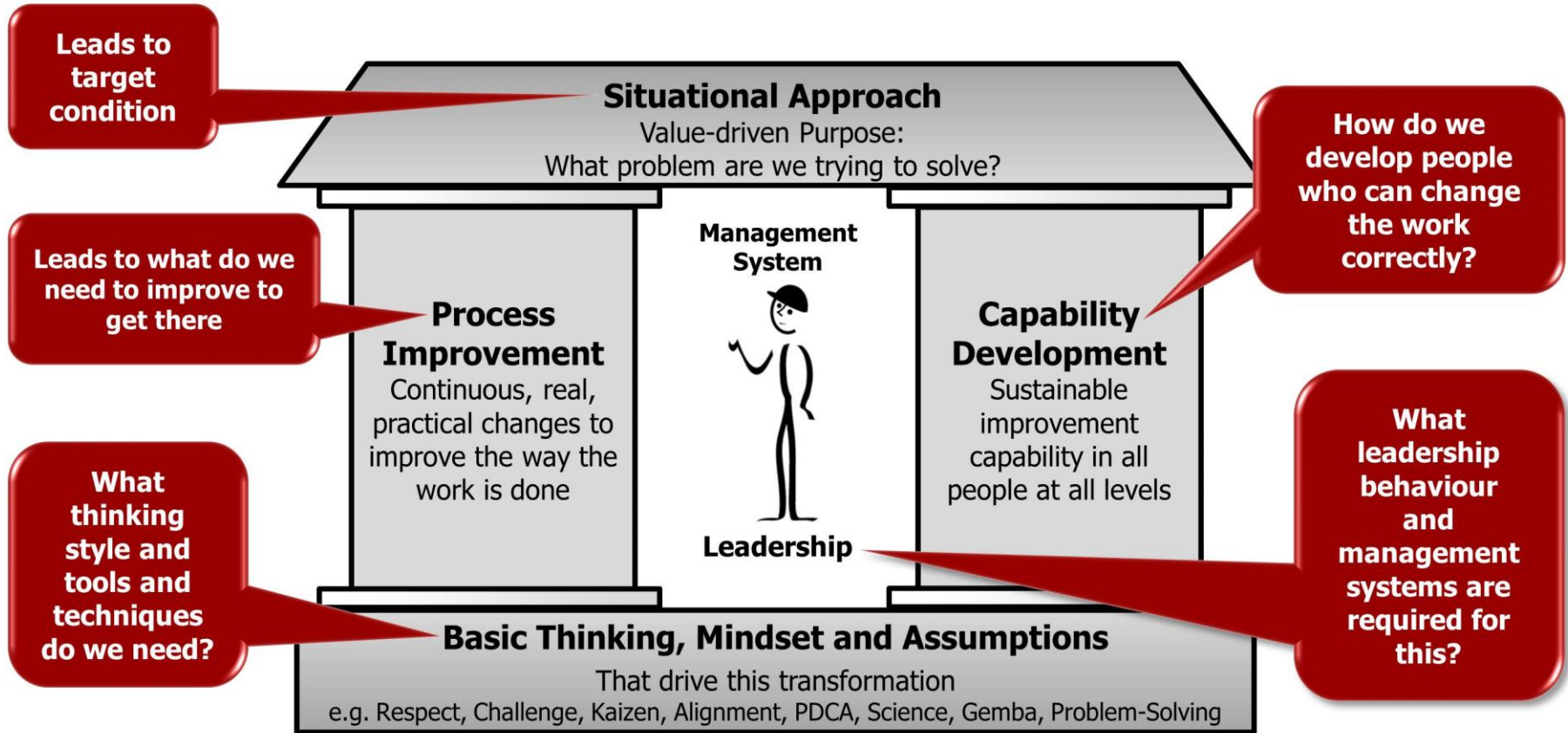
Lean is a total **business strategy** - it is an organization-wide culture.



Lean Principles



Lean Transformation Framework



What Lean IS **NOT**.....

- **A cost reduction program**
- Just a set of “tools” like 5S, kaizen events, JIT, TOC, etc.
- A means of laying off employees by the bus load
- A production system that is only applicable to manufacturing companies
- A work environment of delivering less or working harder
- Automation or implementation of an IT system
- Another “extracurricular activities”

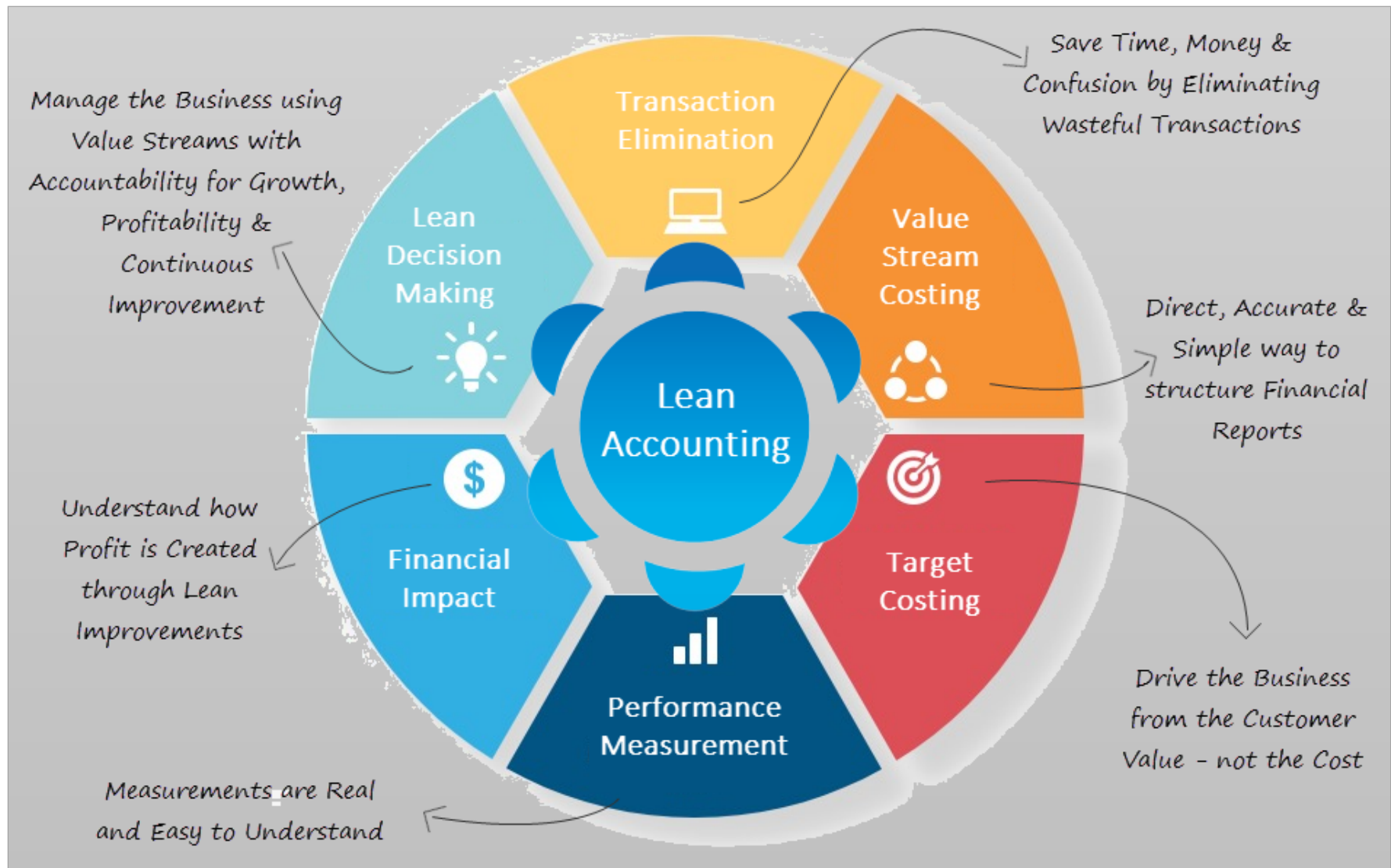
Accounting for Lean

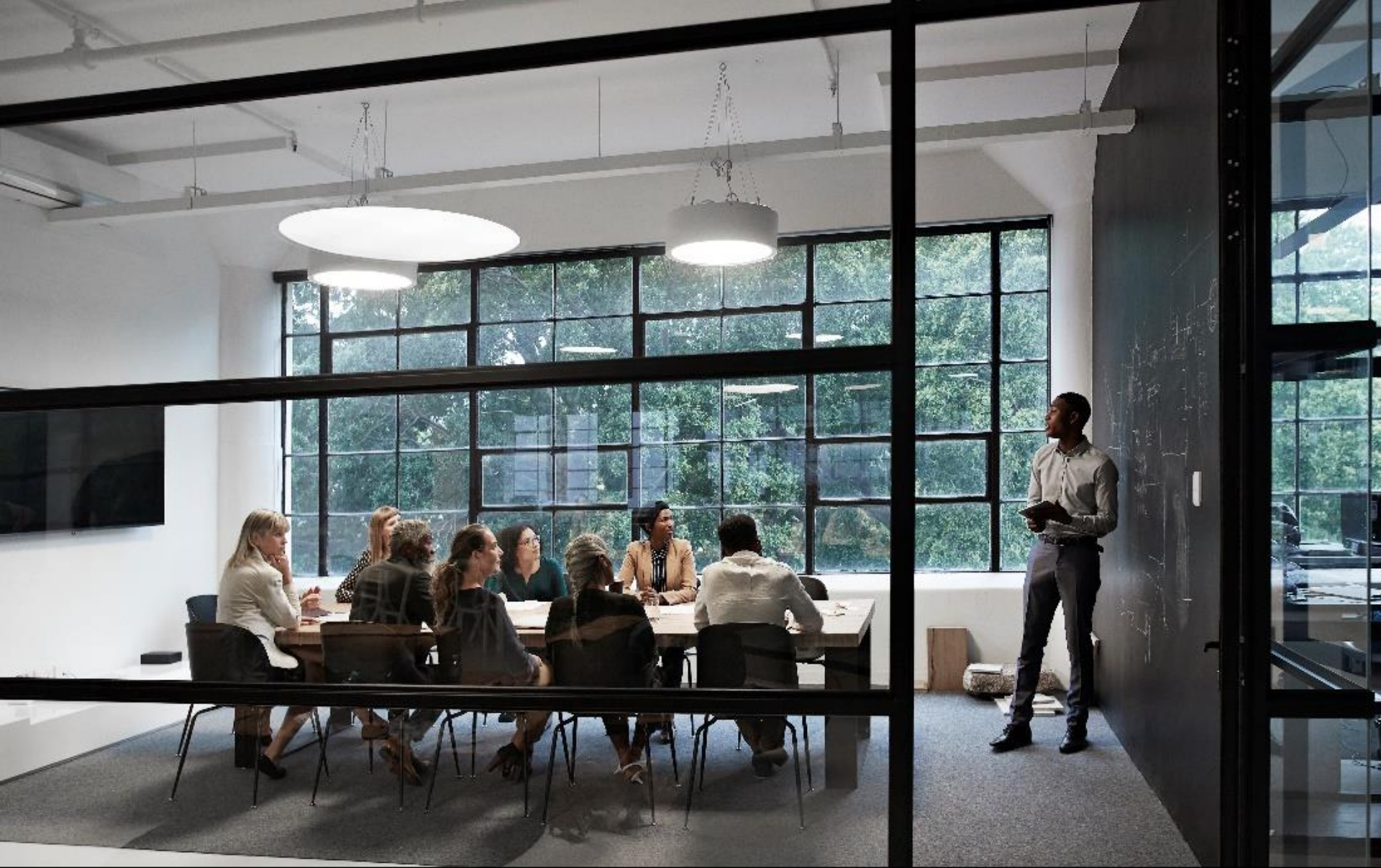
Lean Accounting



<https://www.eclipse-partners.com/lean-enterprise/>

<https://nwirc.org/lean-accounting-improvements-closing-books/>





Lean in the Classroom

Polling Question 3

Are you currently teaching Lean in the classroom?

- a) Yes
- b) No

Polling Question 3 Results (Placeholder)



Laurie's Classroom Experiences

Principles of Managerial Accounting

- Paper-Hat Simulation
- Interweave in discussions throughout semester

Advanced Managerial Accounting

- Lego Airplane Simulation
- Accounting for Lean
- Lean Accounting

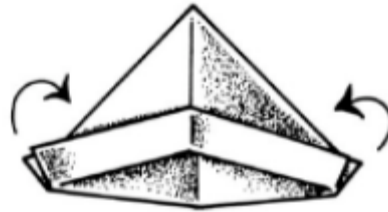
Student Independent Studies
Student Feedback

Master of Accounting

- Article/Readings
- IMA's SMA
- Case
- Videos
- Simulations
- Book "Who's Counting"
- Plant tour (Toyota)

Simulations - Production

**Principles of
Managerial
Accounting**



Course terminology
Bottlenecks
Smooth flow

Matherly & Burney – *Issues in Accounting Education*, 2013

**Advanced Managerial
Accounting**



Traditional vs Lean production
5S principles
Kaizen events

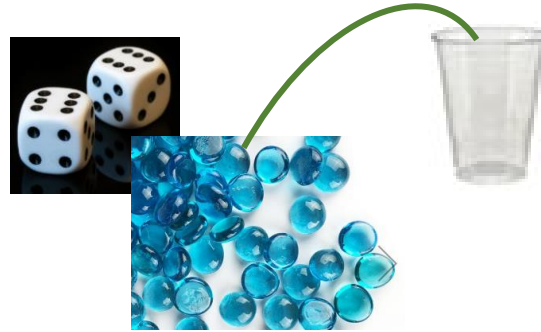
**MACC Advanced
Managerial
Accounting**



Traditional vs Lean production
Kaizen events
Producing to demand
(vs incentives to maximize production)

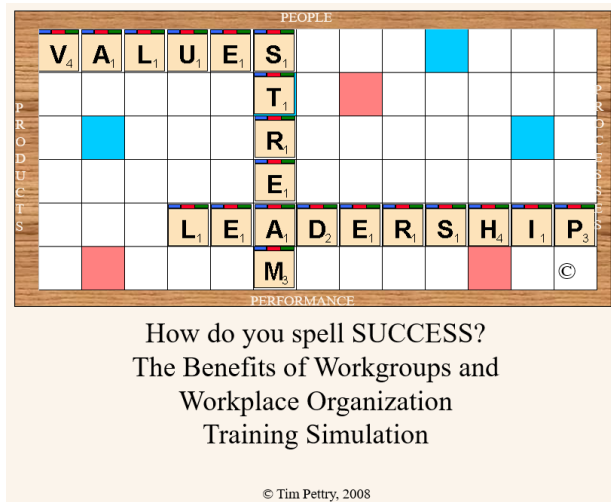
Simulations

Inventory Replenishment Dice Game



Lean Inventory Control vs MRP
Systems
Impact of inventory
replacement systems

Scrabble – “How Do You Spell SUCCESS?”

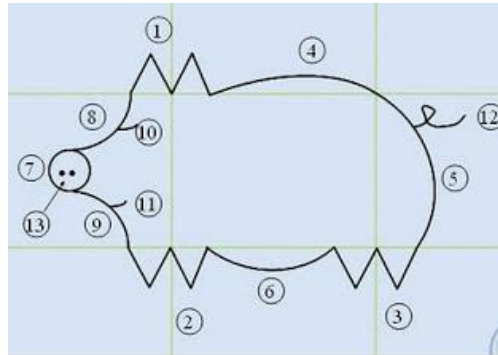


Value Streams
Teamwork / Diversity
5S – Workplace Organization
Value of quality
Standard materials - cost of
unused or underutilized “tools” or
“resources”

<https://cupdf.com/embed/v1/1-tim-petry-2008-how-do-you-spell-success-the-benefits-of-workgroups.html>

Simulations

Standard Pig Exercise



Benefits of standardized work

<https://www.leansimulations.org/2010/05/standard-pig.html#:~:text=This%20fun%20exercise%20is%20a,And%20it's%20a%20pig!!>

Target Costing Assignment

Step 6: Value Engineering

Component	Component Cost (step 2)	Relative Importance (step 5)	Value Index (RI / CC)	Action Implied
Wood frame	51%	42.37%	.83	Reduce cost
Backing panel	10%	7.00%	.70	Reduce cost
Glass cover	13%	12.29%	.95	OK
Stand	8%	25.00%	3.13	Enhance
Backing latches	3%	0.00%	0.00	Reduce Cost
Wood finish	15%	13.37%	.89	OK

Target Costing
Value of product features
from customer perspective



Daktronics (D): Keen on Lean Manufacturing at Daktronics, Inc.

Nancy M. Levenburg, Grand Valley State University



"You can act your way into a new way of thinking faster than you can think your way into a new way of acting."

Case Overview

- Assess impact of lean conversion – performance metrics
- Evaluate the strategic process of converting to lean
- Discuss the appropriateness of implementing lean throughout the organization – including accounting



Amal's Classroom Experiences

MBA

- Case
- Game

Master of Accounting

- Chapter
- Article/Readings
- Case
- Game
- Professional Speaker

Undergraduate / Cost Accounting

- Video
- Game
- Plant Tour

Student Research Student Testimonials

Teaching Case

IMA
EDUCATIONAL
Case Journal

*Case
Study*

IMA INSTITUTE OF
MANAGEMENT
ACCOUNTANTS
Advancing the Profession™

ISSN 1940-204X

Creating a Lean Enterprise: The Case of the Lebanon Gasket Company

Peter Brewer
Miami University

Frances Kennedy
Clemson University

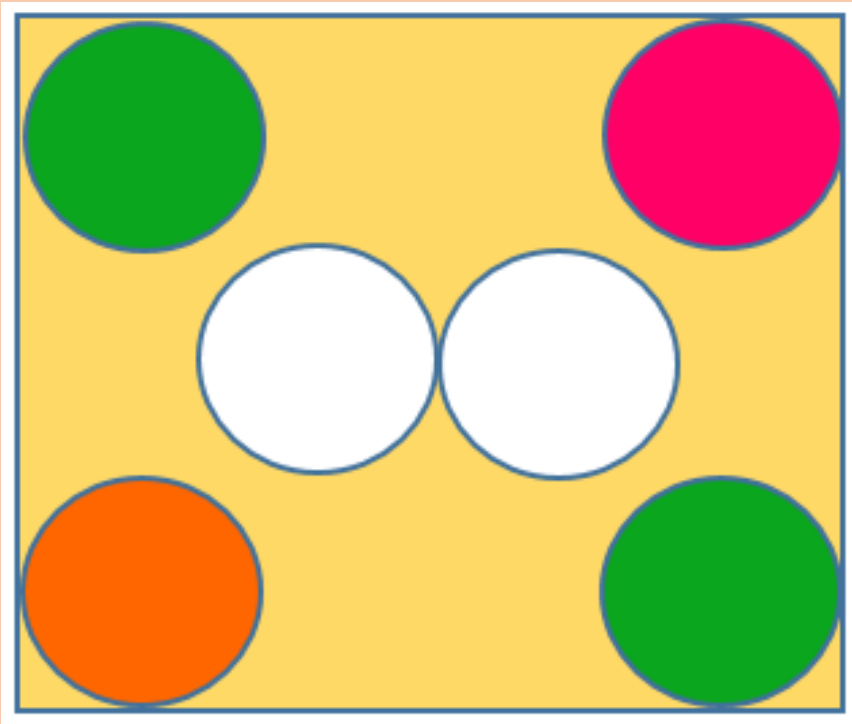
IMA EDUCATIONAL CASE JOURNAL
VOL. 1, NO. 4, ART. 2, DECEMBER 2008

Case Overview

- Principles of lean production and lean accounting
- The role of accounting within a lean organization

Lean Dot Game

leansimulations.org



Material

- 3x3 yellow post-its (about 300)
- Color dots

Teams of 8 persons and 2 customers


The game is played in 3 rounds

- 2 min pre
- 5 min running
- 5 min discussion

Volunteers:

6 Operators
1 Project Manager
1 Accountant
2 Customers

<http://www.leansimulations.org/2011/10/lean-dot-game-stick-it-to-man.html>

A graphic illustration of school supplies on a wooden desk. A white piece of paper is pinned with a blue and white clip. On the paper, the words "TEACHING RESOURCES" are written in a bold, black, hand-drawn font. Surrounding the paper are various school supplies: a pair of red-handled scissors, a yellow ruler, a green pen, a blue pen, a red pencil, and a blue pencil.

TEACHING RESOURCES

Textbooks

Games/Simulation

Other books

Videos/Podcasts

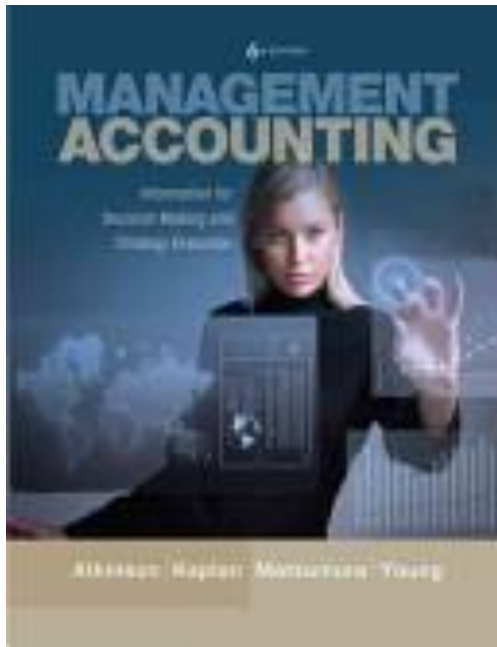
Webinars

Cases

IMA Statements

Articles

TEXTBOOKS



Chapter 7
Measuring and
Managing Process
Performance



Chapter 9
Evaluating and
Improving Process
Performance



Chapter 17
The Management and
Control of Quality

LEAN SIMULATIONS

<https://www.leansimulations.org/>

HUGE LIST OF FREE LEAN GAMES!

Don't bore your team with static Powerpoint slides! Engage them with a Lean game to demonstrate your teaching. I've written about [the 7 benefits of teaching Lean with simulations](#).

Some games below are perfect for quickly illustrating a Lean concept. Others are longer, suitable for larger training sessions with multiple iterations of the game.

EQUALLY MASSIVE LIST OF FREE LEAN VIDEOS!

If a picture is worth a thousand words, then a video is worth a million. Entertain your team with a video and give your voice a break from lecturing.

These Lean videos are perfect to augment your training sessions.

HELPFUL LEAN TOOLS AND DOWNLOADS



Ever wish you had that perfect Lean checklist, but don't have time to make it yourself?

Here's a collection of free, downloadable Lean templates and other tools. The list will start a little Lean, but I'll be adding to it continuously, so bookmark it and check back often.

Videos

Lean

Accounting



Jean Cunningham

What is Lean Accounting... in
under 10 Minutes

Introduction to Lean Accounting

Brian Maskell



Bill Waddell
LEAN CONSULTANT

Lean Accounting

Meals Per Hour (Toyota)
<https://www.youtube.com/watch?v=qSVPX6jhLfw>



Videos



Lean Frontiers
843 subscribers

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CHANNELS

DISCUSSION

ABOUT



Toyota Kata ▶ PLAY ALL



Introducing Deondra Wardelle, KataCon7 Co-Host
Lean Frontiers
149 views • 2 months ago



Standardization Where TWI and Toyota Kata Fit
Lean Frontiers
121 views • 3 months ago



#GottaKata: How to Experiment Toward...
Lean Frontiers
133 views • 5 months ago



What is Toyota Kata About?
Lean Frontiers
1.6K views • 6 months ago



Combining Behavioral Science with Toyota Kata
Lean Frontiers
291 views • 7 months ago

TWI ▶ PLAY ALL



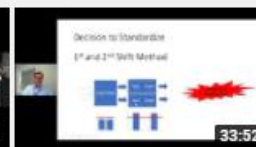
What is TWI?
Lean Frontiers
834 views • 1 year ago



Respect for people; practice routines for building trust
Lean Frontiers
210 views • 2 months ago



Standardization Where TWI and Toyota Kata Fit
Lean Frontiers
121 views • 3 months ago



The Role of TWI when the constraint is not the...
Lean Frontiers
61 views • 5 months ago



How TWI improves outcomes – life lessons from three...
Lean Frontiers
73 views • 7 months ago

Lean

Frontiers

YouTube

Channel

<https://www.youtube.com/c/leanfrontiers/featured>

Lean Frontiers Webinars



Complimentary Webinar Archive

Every Lean Frontiers webinar ever recorded (almost)!



Toyota Kata



Various Presenters

FREE



TWI (Training Within Industry)



Various Presenters

FREE



Lean Accounting



Various Presenters

FREE



Lean HR & People Development



Various Presenters

FREE



Lean Management System



Various Presenters

FREE



Lean Coaching



Various Presenters

FREE



Lean Leadership



Various Presenters

FREE



Lean Product Development



Various Presenters

FREE



Lean Sales & Marketing



Various Presenters

FREE

<https://leanfrontiers.teachable.com/courses/category/Complimentary%20Collection>

Lean Frontiers Podcasts

LeanFrontiers
no border. no sector.

Don't Return to Normal. Return to Better.

Apr 22nd, 2020

#23 - Don't Return to Normal. Return to Better.
Panel discussion with Jamie Flinchbaugh, Karen Martin, David Veech, and Jim Huntzinger. Learn more about Lean Frontiers ongoing offerings here... [Summ... View Details](#)

0:00 0:00

Share Download(19)



Apr 10th, 2019

#12 - When Speed to Market Counts, Fast is Better Than Slow: A Lean Product Development Conversation with Norbert Majerus
Join Dwayne Butcher of Lean Frontiers for an insightful interview with Norbert Majerus, author of "Lean-Driven Innovation" and recognized Lean Produc... [View Details](#)

0:00 0:00

Likes(1) Share Download(41)

FOSTERING Psychological Safety, Respect & Humility
DAVID VERBLE AND MIKE ORZEN

Jul 16th, 2019

#13 - Fostering Psychological Safety, Respect and Humility with David Verble and Mike Orzen
The Topics for Discussion... 1. Why the title, "Risk in CI"? 2. Psychological Safety 3. Respect for People 4. Leader Humility

0:00 0:00

Likes(1) Share Download(171)



Dec 20th, 2018

#10 - Patrick Davis & Marc Cochran, Ingersoll Rand - Pecha Kucha Presentation
This presentation was captured at the 2018 Lean HR & People Development Summit (<http://www.leanfrontiers.com/lhr>) and was part of a session titled... [View Details](#)

0:00 0:00

Likes(1) Share Download(131)

<https://leanme.podbean.com/>

TITLE

LEAN ENTERPRISE
FUNDAMENTALS

CREDITS

The IMA would like to acknowledge the work of Dr. Frances A. Kennedy of Clemson University and Brian H. Maskell of BMA, Inc., on whose work this SMA is based, and Dr. Peter Brewer of Miami University and Jean Cunningham, Business Consultant, who served as reviewers.

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IMA



Accounting for the Lean Enterprise

Major Changes to the Accounting Paradigm



The Association of
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Financial Professionals
in Business

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Accounting for the Lean Enterprise
Major Changes to the Accounting Paradigm

Polling Question 4

Select the pedagogy that describes your teaching style. *(please choose all that apply)*

- a) Problems
- b) Cases
- c) Readings
- d) Games
- e) Simulation

Polling Question 4 Results (Placeholder)

Teaching Cases

IMA Educational Case Journal

- [IECJ Searchable Database](#)

	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
1	Reference Information				Abstract	Author-Indicated Topical Focus (up to 10)												
2	Case Author(s)	Publication Year	IMAECJ Volume	IMAECJ Issue		Keyword 1	Keyword 2	Keyword 3	Keyword 4	Keyword 5	Keyword 6	Keyword 7	Keyword 8	Keyword 9	Keyword 10	Case Pages	Case Firm Size	Case Value Proposition
3	L. Grasso	2008	1	3	Aero Gear, Inc. was undergoing a transition to lean business practices to improve its competitive position. Its accounting and reporting system	Accounting Systems	Just-In-Time	Performance	Lean Accounting	Cost Allocation	Performance					10	Medium	Good
4	S. Ansari, P.	2008	1	3	Pelarsen produces a variety of wood windows ranging from simple standard to very complex architectural windows produced at the	Process Analysis	Cost Analysis	Activity-Based	Lean Manufacturing	Cost of Quality	Cycle Time					16	Large	Good
5	P. Brewer	2008	1	4	This case tells the story of the transition of a traditionally managed manufacturing facility to a lean facility. It describes the difficulties using	Lean Manufacturing	Value Stream	Capacity Analysis	Performance	Strategy Map						8	Medium	Good
6	T. Klamme	2009	2	3	This short case intentionally provides students with only limited background data on two clothing chains. Zara is a real firm with a major	Strategy	Lean Production	Fashion	Competitive							3	Large	Good
7	J. T. Mack	2010	3	2	This case illustrates a strategy-driven costing system combining ideas from lean management and the Theory of Constraints (TOC) to align	Continuous	Costing System	Cost Information	Continuous	Lean Accounting	Performance	Strategic Alignment	Strategic Costing	Theory of Constraints	Strategy	11	small	Service
8	P. Mulligan	2011	4	1	DRÄGER Medical Systems, Inc. is a company based in Lubeck, Germany with a long history of innovation in medical instruments. The company	Strategic Alignment	Cost Behavior	Differential	Lean Production	Payback Period	Process Design	Process Analysis	Relevant Value			10	Medium	Good
9	Rosemary	2013	6	3	This case describes a process improvement project that occurred in collaboration between the finance department at an Autoliv Inc. facility	Process Improvement	Lean Practices	Excel Data	Cost Accounting							5		
10	Thomas Al	2016	9	2	The case is based on a real manufacturing situation; however, the company and industry are disguised. KCC manufactures a product used	JIT/JIS	Lean manufacturing	supply chain	theory of constraints	capacity						7	Medium	Good

- Keyword 1: One case
 - Creating a Lean Enterprise: The Case of the Lebanon Gasket Company, 2008
- Keyword 2: Three cases
 - Competing with Fast Fashion at Zara, 2009
 - Autoliv, Inc.: Using Lean Practices to Improve the A/P, 2013
 - Kate's Cycle Components, 2016
- Keyword 4: Three cases
 - Management and Product Costing in a Lean Transition, 2008
 - Pelarsen Windows: Humans v. Robots, 2008
 - Dräger Medical Systems, Inc.: Technology for Life, 2011
- Keyword 5: One case
 - Kenco Engineering Corporation: Strategy-Driven Costing, 2010



THE MANAGEMENT ACCOUNTANT'S ROLE IN Six Sigma

BY FRANK RUDISILL, CPIM, AND DIANA CLARY, CMA

November 2004 | STRATEGIC FINANCE

Developing a Lean Performance Score

Here's a way to track the progress of your lean journey.

By DeWayne L. Searcy, CMA, CIA, CPA

STRATEGIC FINANCE | September 2009

LEADERSHIP & CAREERS | THE POWER OF THINKING LEAN

BY BETSY HAYWOOD-SULLIVAN, PH.D., CMA, CPA, CISA
August 1, 2020

IMA | MANAGEMENT ACCOUNTING: EXPANDING RELEVANCE

BY MARK L. FRIGO, CMA, CPA, AND KATHY WILLIAMS
June 1, 2019

HOW DO YOUR MEASUREMENTS STACK UP TO LEAN?

BY FRANCES KENNEDY; LISA OWENS-JACKSON, CPA;
LAURIE BURNEY; AND MICHAEL SCHOON, CPA

May 2007 | STRATEGIC FINANCE

Putting Accountants on a "Lean" Diet

By Peter C. Brewer, CPA, and
Frances A. Kennedy, CPA

February 2013 | STRATEGIC FINANCE

IMA | 2016 STUDENT CASE COMPETITION: JENNY'S CYCLE COMPONENTS—MANAGING A LEAN SUPPLY CHAIN

BY THOMAS ALBRIGHT, CPA; BRYAN HUDGENS; PAUL E. JURAS, CMA, CPA; AND BILL PETTY
August 4, 2015

MANAGEMENT | FAST AND LEAN! THE FASTCAP STORY

BY AUDREY TAYLOR AND AMY PUCKETT
May 1, 2015

STRATEGY | CREATING A LEAN ENVIRONMENT

BY PHEBIAN DAVIS, PH.D.; LYDIA SCHLEIFER, PH.D.; MARGARET SHACKELL, PH.D.; AND SALLY K. WIDENER, PH.D.
January 1, 2020



Accounting for Lean Manufacturing: Another Missed Opportunity?

BY KAY CARNES, PH.D., CPA, AND SCOTT HEDIN, PH.D.



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The Debate of Duality

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you!!!
...



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**Laurie Burney, Ph.D., CMA,
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Associate Professor of Accounting
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Amal Said, Ph.D.
Associate Professor of Accounting
Haile/US College of Business
Northern Kentucky University



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IMA

Thank You to Our Presenters!



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