

## ASSURANCE OF LEARNING EXERCISES

### Assurance of Learning Exercise 6A

#### Developing a SWOT Matrix for McDonald's



##### Purpose

The most widely used strategy-formulation technique among U.S. firms is the SWOT Matrix. This exercise requires the development of a SWOT Matrix for McDonald's. Matching key external and internal factors in a SWOT Matrix requires good intuitive and conceptual skills. You will improve with practice in developing a SWOT Matrix.

##### Instructions

Recall from Experiential Exercise 1A that you already may have determined McDonald's external opportunities/threats and internal strengths/weaknesses. This information could be used to complete this exercise. Follow the steps outlined as follows:

- Step 1** On a separate sheet of paper, construct a large nine-cell diagram that will represent your SWOT Matrix. Appropriately label the cells.
- Step 2** Appropriately record McDonald's opportunities/threats and strengths/weaknesses in your diagram.
- Step 3** Match external and internal factors to generate feasible alternative strategies for McDonald's. Record SO, WO, ST, and WT strategies in the appropriate cells of the SWOT Matrix. Use the proper notation to indicate the rationale for the strategies. You do not necessarily have to have strategies in all four strategy cells.
- Step 4** Compare your SWOT Matrix to another student's SWOT Matrix. Discuss any major differences.

### Assurance of Learning Exercise 6B

#### Developing a SPACE Matrix for McDonald's



##### Purpose

Should McDonald's pursue aggressive, conservative, competitive, or defensive strategies? Develop a SPACE Matrix for McDonald's to answer this question. Elaborate on the strategic implications of your directional vector. Be specific in terms of strategies that could benefit McDonald's.

##### Instructions

- Step 1** Join with two other people in class and develop a joint SPACE Matrix for McDonald's.
- Step 2** Diagram your SPACE Matrix on the board. Compare your matrix with other team's matrices.
- Step 3** Discuss the implications of your SPACE Matrix.

### Assurance of Learning Exercise 6C

#### Developing a BCG Matrix for McDonald's



##### Purpose

Portfolio matrices are widely used by multidivisional organizations to help identify and select strategies to pursue. A BCG analysis identifies particular divisions that should receive fewer resources than others. It may identify some divisions that need to be divested. This exercise can give you practice developing a BCG Matrix.