TOPIC; REAL TIME CASES

Log into REAL TIME CASES & search for the case materials:
o Casepack ID# 24GBZSMG7S “Leadership and Decision-making @ CAVA”
NOTE: The casepack access is funded through course lab fees. You should not have to pay
anything! If you are having difficulty with this, please see your instructor.
• Review supplied materials and videos:
o Video: “CEO Overview & Market Analysis”
o Video: Case Prompt “Whipping Up A New Era: Digital Ordering At CAVA”
o Video: “Food + Beverage/Ops Services At CAVA”
o Supplemental Video: “New Restaurant Training”
o Company Background Packet
o You may also choose to do additional research from other sources or the CAVA web site.
NOTE: Do not only answer the questions at the end of the video case –
they can be part of your analysis, but they should not be your only focus.
Written Analysis Instructions:
o Person Factors
? Characterize the CEO’s leadership style in the video.
• Required: Identify & apply, at minimum, 2 different leadership theories
that characterize the CEO’s Leadership style from Chapters 13 of the
Organizational Behavior Text.
o Be sure to provide concrete examples from the video that
support the concepts or theories.
? Characterize the power and influence of the key decision-makers for digital
ordering – Sarela Herrada, Director of Food & Beverage, and Lori Goldstrohm,
Vice President of Ops Services
• Required: Identify & apply, at minimum, 2 different concepts or theories
that characterize their individual power and influence from Chapters 12
of the Organizational Behavior Text
o Be sure to provide concrete examples from the video that
support the concepts or theories.
o Situation Factors
? Overview the situational factors including the organization that may be
impacting the decision at hand (digital ordering) including the organizational
culture.
• Required: Identify & analyze, at minimum, 1 concept or theory from
Chapters 14 of the Organizational Behavior Text as it relates to the
situational factors and CAVA’s culture.
o Be sure to provide concrete examples from the video that
support the concept or theory.
Decision-Making Model
? Recommend a decision-making model from Chapter 11 that you feel would be
best suited for this decision within the context of the person and situational
factors.
• Required: Choose one decision-making model from Chapter 11 &
explain how it could be used to make the digital ordering decision.
o Be sure to explain how CAVA would use this model in detail to
make a good decision on digital ordering.
? Identify and explain two decision-making biases that could impact CAVA’s
decision-making process and affect the final outcome.
• Required: Choose two decision-making biases from Chapter 11 that
could come into play as CAVA makes this decision.
o Be sure to provide concrete examples as to why these biases
are relevant.
o Final Conclusion
? Briefly overview your final conclusion/recommendations in regard to the
person’s involved, the situation, and the decision at hand. Offer your expected
outcome of the decision for CAVA.