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.