



Momenta Corporation (C)

Kamran wondered how he should respond to John Rizzo, Shiraz Shivji and John Fisher, vice presidents of marketing, engineering and manufacturing, who had just marched into his office.

"We have gone round and round on the key-board vent matter," they explained. "We just can't come to an agreement. Time is slipping by. We need you to make this decision for us."

Kamran hesitated. He had some instincts about the design but he wasn't sure he was right. In any case, did he really need to get into the middle of these world-class experts? And what did the problem say about Momenta's culture?

Professor Amar Bhide prepared this case as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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