

STANFORD UNIVERSITY
STANFORD, CALIFORNIA 94305-2060

OFFICE OF THE PRESIDENT

MEMORIAL RESOLUTION

FRANK K. SHALLENBERGER

(1912 - 1991)

Professor Frank K. Shallenberger died of a stroke, March 16, 1991, at age 78. He joined the faculty of the Stanford Graduate School of Business in 1947 and became emeritus in 1971.

Shallenberger was known as “the father of small business,” having devoted a significant part of his scholarly career to problems of new or small businesses, especially those involved in introducing new products. This effort was in contrast to the main thrust of graduate business education which was more concerned with the problems of large organizations.

A graduate of the Stanford Class of 1935 with a degree in mechanical engineering, Shallenberger took an MBA degree at Harvard University in 1938 and then taught at Worcester Polytechnic Institute in Massachusetts before returning to teach at Harvard. In 1947, after a tour in Washington, D.C. as Chief of Aircraft Plant Disposal in the War Assets Administration, he returned to Stanford as Associate Professor of Industrial Management in the Graduate School of Business.

From the beginning Shallenberger had close ties to the School of Engineering. His teaching was joint between the two schools and a common laboratory was maintained for a number of years. Some of his interests in manufacturing led to developing, with colleagues and students, many products. One was a shell-molding machine, adapted from a wartime German process, that drew national attention. The resulting company, Shalco, involved in a typical manner a number of Professor Shallenberger’s students as employees or investors and some of his colleagues as directors. Other entrepreneurial interests included Sea Life in Hawaii and Material Analysis Company of Palo Alto, to cite only two.

After teaching for a year in Peru, Frank Shallenberger developed a program for training MBA graduates as special Peace Corp volunteers in the 1960s. These volunteers went to Peru and Columbia and served as consultants to small businesses. Later he extended his interest in small business to questions and issues

of business ethics and of the social responsibilities of business, areas in which he offered courses.

Shallenberger's first publication after arriving at Stanford was *Production Management in Small Plants*, in the School's Business Research Series. This was an attempt to provide a conceptual framework for looking at ways in which small manufacturing enterprises differed from large ones. This was followed in 1953 by a collection of 77 cases published as *Selected Case Problems in Industrial Management*, co-authored with his GSB colleague and friend, Professor Paul Holden. This path-breaking book was reprinted and used widely. Later, he published *Management and the Challenge of Change* (1965) which focused on the relationship of changing technology and changes in management practice.

In his years in the Graduate School of Business he introduced hundreds of students to the connection between organizations and the world of physical processes, to the challenge of confronting new technologies in practical products and processes, and to the excitement of starting one's own venture as opposed to working for a large, perhaps impersonal corporation. Additionally, he was noted for his warmth, friendliness, and generosity by all who met him, and well-deserved the high regard in which he was held by generations of students. His love of innovation and his enthusiasm and humanity made him a challenging and valued colleague.

A native of Pittsburgh, Pennsylvania, Shallenberger lived on the Peninsula for forty-three years. He is survived by his wife, Mary Ann, herself a noted local entrepreneur, and four sons, Robert of Albuquerque, New Mexico, David of Chicago, Illinois, Edward of Anacortes, Washington, and Frank, Jr., of Cupertino, California. There are eight grandchildren.

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