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## What's a Mother to Do?

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tion as a whole. The next chapter deals with the myths, songs, symbols, and other trappings of ideology that are used to convey ideology to its members. The final chapter in the first section discusses the rites of passage in occupational subcultures. Rites of passage include those characteristics that attract people to a specific profession and the entry and acceptance criteria.

The second part of the book discusses how occupational subcultures impact the larger organizational culture. Trice focuses on the adaptation, assimilation, and forced tolerance that allow co-existence of subcultures with each other and with the larger organization. The next three chapters discuss the conflicts that emerge between subcultures and "management" or the "administration." Trice spends two chapters discussing the various forms of assimilation and adaptation that occur between subcultures and management. Finally, in the last chapter Trice discusses the relationship among leaders, management, and subcultures. Trice concludes by stating that any study of organizations must include a study of occupational subcultures.

As a reviewer I found that Trice made some interesting observations that he backed up with fact and detailed references and notes. Overall this book is a good summary of other works in the area of subcultures. It serves as a good introduction to organizational subcultures. As Trice points out, this field has seen a resurgence of interest in the last ten years.

**What's a Mother to Do?** by Michele Hoffnung. Pasadena, CA: Trilogy Books. 225 pp. \$14.95 paper. ISBN 0-9623879-1-6.

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Clinical sociologists who work with women and families will find quite useful this book by a psychologist with a sociological perspective on the expanded and stressful roles of mothers today. Dr. Hoffnung, a professor at Quinnipiac College in Hamden, Connecticut, starts the book with an excellent chapter reviewing changing ideas about motherhood linked to economic and technological changes in America and the increasing workforce participation of women.

She then gives in-depth portraits of eight mothers from different economic and social backgrounds, with different educations, career commitment, work histories, and proximity to kin. Reading the stories of these women is enlightening to clinicians who encounter similar women. The stories also make excellent background for discussion in family courses and women's studies courses. We

also learn about the roles of the fathers as they impact the mothers. From the book, we get an understanding of the division of labor in the marriages involved.

The eight case studies were selected from thirty women the author studied in depth. She chose the eight as representatives of different types, including mothers with career commitments and those without. How the women work out the conflicting expectations of work and family is the major issue of the book.

In her conclusion, "Motherhood Today and Tomorrow," Hoffnung points out that there is no single way to arrange work and motherhood that is right for all women. She suggests, however, that

strategic planning seems to provide the key to increasing life satisfaction and reducing stress. Women who become full-time homemakers because the job fits their skills and desires are happier and healthier than women who become full-time homemakers out of a sense of feminine duty. Employed mothers who choose to work, and choose their work, are happier than those who are forced to work at jobs that are demanding but give them little control. Women do best when they consider the role of full-time mother and homemaker as they would consider any job, rather than assume it is their fate. This means weighing the alternatives. It also means discussing the terms of homemaking with their mates, rather than taking on all associated tasks singlehandedly. (p.198)

The author concludes that "social values are changing in ways that facilitate choice. More young women are learning to value the place of work in their lives. More young men are seeking wives who have professions. But the problems for women combining career and family have not been solved" (p.199). Hoffnung suggests more support services for parents, including non-profit and neighborhood and work-based childcare centers, flex-time work schedules, and reliable after-school care. She states, "For the most part, however, women continue to bear the burden of rearing their children because as individuals they lack organizational skills or resources to challenge the traditional expectations of full-time at-home mothering. In many cases they have no mates and must go it alone" (p. 199).

She urges women to educate themselves about their options and to plan. Those who counsel women and run programs for them will find this book useful in helping women to plan.