

support from internal labor market analysis, may prove quite fruitful in the analysis of discrimination.

ROBERT J. FLANAGAN

University of Chicago

The Drinking Man: Alcohol and Human Motivation. By DAVID C. MCCLELLAND et al.

New York: Free Press, 1972. Pp. xiv+402. \$10.00.

Beneath the ivied charm of an academic exposition of scholarly research, this volume provides evidence about a breakthrough in understanding how liquor consumption serves men's needs. The story is elaborately told: how the researchers' understanding developed, deepened, and matured across 10 years. Although Professor McClelland and his associates recognized (and were often reminded) that their ideas and theories were rejected by other researchers in the field, they persisted in pursuing the new lines which they painstakingly explored. In the end, they present their theory—"Men drink primarily to feel stronger. Those for whom personalized power is a particular concern drink more heavily"—with considerable diffidence, granting that alternative theories are possible. They simply propose that their theory is "reasonably convincing."

McClelland, Davis, Kalin, and Wanner burden their presentation with difficulties which arise out of their parochial view about evidence and analysis. Their evidence originally was drawn from analyses of folk tales and fantasy stories, variously recorded, from primitive societies. This means that their *N*'s are often small, that coding protocols may call for intuition as well as "objective" definition, that cross-cultural variations are put aside, that situational specifics are ignored. In addition, the particular affirmation of the personality psychologist is also assumed: differences in personality essentially account for differences in behavior. The authors formulated their theories on such a foundation and later conducted experiments with small groups of men, usually in college environments.

Some readers will find it easy to quibble with the confusion of tongues among the several writers throughout the decade of research. Definitions wander (cf. "socialized power" on p. 166 with statements on pp. 179, 211, 283, or 334). Focus shifts (from "emotion" to "feelings" to "state of mind" to "drive" to "psychological need"). Yet their summaries of physiological or medical research findings, reporting effects of drinking, consistently omit reference to drinking effects upon blood pressure.

Such difficulties may present serious obstacles to some readers. But those readers who persist will grasp the elements of differences in meaning of the consumption of liquor, of wine, and of beer; the correlates of behavior patterns and mental imagery associated with such consumptions; the spiraling of some effects of consumption which feed upon themselves, becoming causes of subsequent effects.

Of course, the knowledgeable reader will know that the liquor consumer is, in fact, positioned within a more complex field (institutional, political, cultural, for example) than is brought forward by the personality psychologists. The authors do not enlighten us about reasons for the change from revulsion to high consumption by one individual from occasion to occasion, or by one society from one month to the next, nor is even speculation directed toward such variant behavior. Even though the theory of *The Drinking Man* may account for what may be termed normal social drinking, it does not provide an insight into why per capita consumption in the United States was as high in 1946 as it was in 1967.

The findings within the volume are pertinent to thought about public relations issues within the alcoholic beverage industry. But inferences regarding marketing concepts will have to be drawn by readers themselves, should their interest so direct them. Insofar as marketing planners are prepared to formulate objectives for their marketing functions, the characteristics of psychological need, which *The Drinking Man* identifies, are foundation stones upon which marketers may erect structures to house segments of consumer demand.

But such lapses or diversions should not tease the reader's eye away from the central light which shines through the book: men generally consume liquor in moderation for good purpose and with beneficial effect; liquor abused represents an effort toward adjustment by assertive persons to a reality perceived as threatening; liquor abusers can be helped to learn to face reality and to cope with perceived threats to the person (or the social group). Such light raises to a new power the illumination upon the field of research into alcoholic beverage consumption.

FREDERICK W. WILLIAMS

Bureau of Advertising
New York

Modern Mathematical Methods for Economics and Business. By RONALD E. MILLER.

New York: Holt, Rinehart & Winston, 1972. Pp. xii+488.

The strongest point of this introductory text is the clarity with which fundamental mathematical concepts are presented. In the first four chapters matrix algebra, systems of linear equations, optimization of functions of one and two variables, and multivariate optimization are reviewed. These chapters will serve a useful consolidating function for the reader who has had previous exposure to such material. While the author does a very good job of explaining the relationship of the important mathematical concepts, he proceeds a bit too abstractly for most novices. For the mathematically inclined student, the presentation is carefully constructed. At each stage the author builds upon notions introduced earlier to develop a sound, integrated foundation in the basics of optimization.

Copyright of Journal of Business is the property of University of Chicago Press and its content may not be copied or emailed to multiple sites or posted to a listserv without the copyright holder's express written permission. However, users may print, download, or email articles for individual use.