



Jorge Amado—"all is not over when all is over."

when he had been led to expect rum. Except for that one accident, he lived well, and when he died it was "decently, in his own bed," as Garcia Lorca's ballad has it, and with a pleasant smile on his face.

Now, here is where your average Bohemian goes wrong. Once dead, he gives up all control over his own affairs, and who knows what bourgeois abominations may take place between his last breath and the time he is planted? And sure as a gun, that precious daughter of Quincas descends on his defenseless clay, gets it regularly cleaned and dressed and undertaken, and is fixing to have him interred in the local Woodlawn. It is enough to make angels weep.

But, Julius Caesar, thou art mighty still! The wronged shade will not be tamely wronged. Quincas's spirit inspires four of his erstwhile companions to come to his wake. They relieve his daughter at her vigil, and pretty soon it's like old times. They offer Quincas a drink of rum; his smile broadens. They prop him up, and he nods benevolently. They tentatively broach the question of who is to take over his girl friend—and his head shakes almost threateningly. At last, realizing that Quincas is still his old self, they decide to take him to a chowder-and-rum party on board one of the fishing vessels in the harbor.

The moral is clear. Any corpse with a bit of get up and go can manage to be his own man if he sets about it the right way. In Quincas's own words, preserved as epigraph to the present account of his adventures, "Everybody look out for his own funeral; nothing's impossible."

Depth-Soundings of Love: Both in style and substance, the finely balanced sensibility that characterizes Shirley Hazzard's *New Yorker* stories pervades *The Evening of the Holiday* (Knopf, \$3.95). Here, refracted as in a prism, is a moment in time—in the time of love, which is a rather different division of existence from that of calendar calcula-

tion. The setting is Italy, the season is summer, and the lovers are an Italian, Tancredi, separated from his wife, and a vacationing visitor, Sophie, half English, half Italian. They meet; they are mistrustfully drawn together; they love; they part. And the primary interest of this brief tale is the artistry with which the love affair is limned, from tentative attraction to prolonged celebration amidst the "dry gold" beauty of a countryside in full bloom; a holiday of the heart shadowed by the lovers' awareness of moving towards the evening of separation.

Miss Hazzard creates a cumulative mood that is, in effect, the drama, while the "events" serve to illumine character rather than propel narrative action. What action there is is fugitive, even gratuitous in a couple of instances, involving characters introduced as though for a specific purpose and then dropped from sight. But the mood builds surely and inexorably through such episodes as a drive into deep farm-country and a walk across a field of poppies; a visit to a monastic ruin; a scene or two at Tancredi's villa, where Sophie has gone to live.

Out of these and other ephemeral occurrences Miss Hazzard has fashioned a sophisticated, evocative story of romantic love in thrall to itself, barred from even an illusory sense of permanence. However, beneath the surface impediment to a lasting union (the ban against divorce in Italy) runs an undercurrent of incommunicable personal conflicts within the two principals themselves, burdened by "civilized" attitudes. Thus, Tancredi, the ardent, realistic Latin, muses at one point, "How absurd it is to propose . . . that our actions are altogether composed of influences . . . and circumstances; that we are irrevocably cut off from our own will. There comes a moment when one must utter a single sentence, and the immense effort involved in that utterance is unmistakably the expenditure of will." He doesn't make that expenditure. Sophie, her defensive, Anglo-bred detachment having capitulated to passion, does.

Within a circumscribed channel, Miss Hazzard has, in *The Evening of the Holiday*, taken depth-soundings of one of the conditions of love, and done it with such impeccable expressiveness that it seems ungrateful carping to question the term "novel" for what is in fact a long short story in concept and content. As a work of fiction, however, it is quite complete in itself.

—PATRICIA MACMANUS.

LITERARY I.Q. ANSWERS

Columns One and Three should read: 8, 3, 20, 12, 2, 16, 6, 13, 1, 4, 11, 18, 22, 17, 10, 15, 7, 5, 21, 9, 19, 14.

Businessman's Bookshelf

By EDWARD C. BURSK, *editor, Harvard Business Review, and educational director, International Marketing Institute*

THE PURPOSEFUL PURSUIT OF PROFITS AND GROWTH IN BUSINESS. By Charles G. Mortimer. McGraw-Hill. 108 pp. \$4.95. The chairman of General Foods' Executive Committee comments wisely, succinctly, and with good humor on strategies and tactics of profit-making.

THE YOUNG EXECUTIVES. By Walter Guzzardi, Jr. New American Library. 229 pp. \$4.95. "They live to be effective," work hard, take a highly professional approach to their work, and are a decent lot, reports the author. But they also tend to be unimaginative and other-directed.

THE CREATIVE ORGANIZATION. Edited by Gary A. Steiner. University of Chicago Press. 267 pp. \$5. Experts from a wide variety of fields scrutinize the basic nature of creativity, the drives of creative people, levels of creativity, and the curious paths of creative thought.

CORPORATE STRATEGY. By H. Igor Ansoff. McGraw-Hill. 241 pp. \$7.50. Here is a set of guides and concepts for managers to use in analyzing strategic questions and developing sound, systematic courses of action.

THE AMERICAN GOSPEL OF SUCCESS. Edited by Moses Rischin. Quadrangle. 429 pp. \$7.95. The roots and evolution of the "gospel" are traced from Cotton Mather through Franklin, Emerson, P. T. Barnum, Theodore Roosevelt, and many others, with excerpts from their writings.

HOW TO BE RICH. By J. Paul Getty. Playboy Press. 264 pp. \$5. A famous billionaire writes about "the millionaire mentality," managerial booby traps, "homogenized men," risk-taking, and other intriguing ideas and impressions he has developed.

COMMON SENSE IN ADVERTISING. By Charles F. Adams. McGraw-Hill. 200 pp. \$5.95. The executive vice president of a successful agency flays wasteful, irritating, ineffective ads and shows admen how they can improve their output.

EXECUTIVE JOBS UNLIMITED. By Carl R. Boll. Macmillan. 169 pp. \$4.95. A leading employment adviser outlines in practical, realistic terms a series of methods that have enabled many executives

to gain the high positions they hold today.

MANAGEMENT: CHALLENGE AND RESPONSE. Edited by Martin B. Carter, Walter Weintraub, and Charles A. Ray. Holt, Rinehart & Winston. 275 pp. Paperback, \$2.95. This selection of sixteen company case histories from *Fortune* focuses on business leaders, their managerial strategies, and their triumphs and failures.

ORGANIZATIONAL BEHAVIOR. By Philip B. Applewhite. Prentice-Hall. 168 pp. \$7.95. Based on an exhaustive review of the literature concerning how individuals and groups behave in organizations, this volume aims not to advance new theories but to integrate ideas in the field into a meaningful whole.

HANDBOOK OF ORGANIZATIONS. Edited by James G. Marsh. Rand McNally. 1,247 pp. \$20. This bountiful volume brings together the views of thirty-one scholars on leadership, decision making, structure, theory, and related questions.

THE RATIONAL MANAGER. By Charles H. Kepner and Benjamin B. Tregoe. McGraw-Hill. 275 pp. \$5.95. How do managers solve problems? How could they solve them better? What steps should they follow in defining and analyzing problems?

PLANNING AND CONTROL SYSTEMS. By Robert N. Anthony. Harvard Business School Division of Research. 180 pp. \$4.

Rejecting many traditional views of management functions, this volume proposes thinking of the executive job in terms of three primary activities: strategic planning, management control, and operational control.

CORPORATE FINANCIAL REPORTING IN A COMPETITIVE ECONOMY. By Herman W. Bevis. Free Press. 212 pp. \$6. The senior partner of Price Waterhouse & Co. discusses the nature and principles of high standards of accounting and reporting.

HOW TO LIVE WITH YOUR COMPUTER. By Paul T. Smith. American Management Association. 205 pp. \$9. Emphasis is placed on integrating data-processing equipment with the systems and programs that executives are trying to direct.

ECONOMIC ADVICE AND PRESIDENTIAL LEADERSHIP. By Edward S. Flash, Jr. Columbia University Press. 382 pp. \$8.95. Here is a close-up look at the Council of Economic Advisers—the economists who are its members, their dealings with politicians and administrators, and their relationships with the President.

THE BIG BOARD. By Robert Sobel. Free Press. 395 pp. \$7.95. This history of the New York Stock Market deals with fateful moments, decisions, and personalities as well as with the operating mechanisms of the Exchange.

DISTRIBUTION IN A HIGH-LEVEL ECONOMY. By Reavis Cox. Prentice-Hall.

331 pp. \$5.95. A top marketing authority examines the factual dimensions of the U.S. economy and also discusses questions of public policy, ethics, and efficiency.

DECISION-MAKING FOR DEFENSE. By Charles J. Hitch. University of California Press. 83 pp. \$2.95. Defense Secretary McNamara's right-hand man (from 1961 to 1965) analyzes the management innovations introduced in the Pentagon after 1961.

THE SOVIET ECONOMY SINCE STALIN. By Harry Schwartz. Lippincott. 256 pp. \$5. The *New York Times's* top expert on Russian affairs writes with insight and factual mastery of the key economic issues influencing Kremlin policy.

THE ABUNDANT PEACE. By Robert C. Garretson. World. 255 pp. \$5.95. The executive vice president of Carling Brewing Company argues knowledgeably and forcefully that the USA and USSR are heading toward a co-leadership of world prosperity.

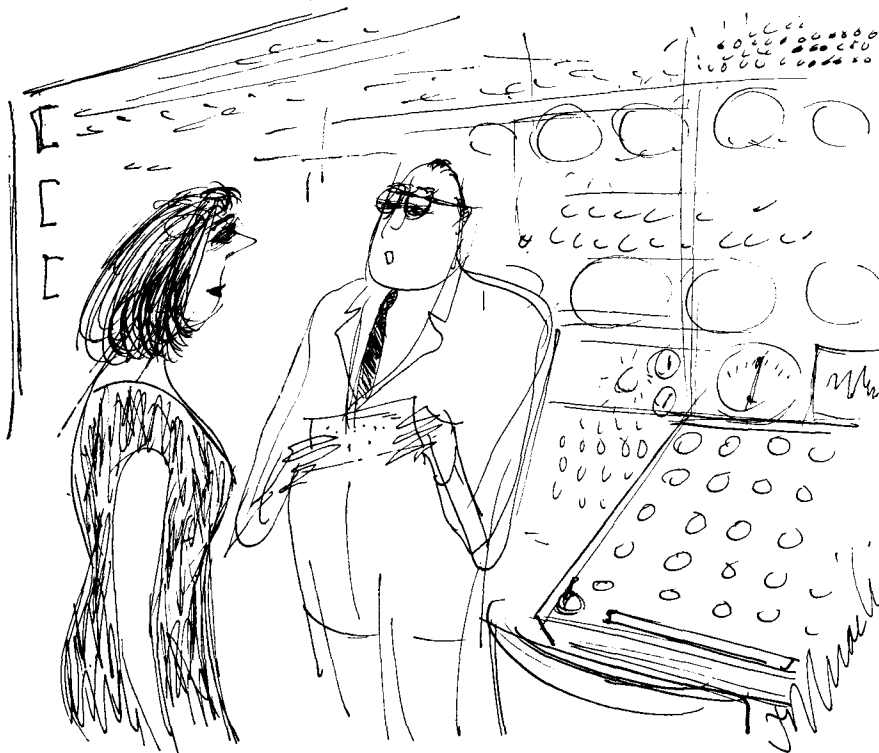
THE MANPOWER REVOLUTION. Edited by Garth L. Mangum. Doubleday. 510 pp. \$6.50. The Senate's Employment and Manpower Subcommittee held eight months of hearings, listened to more than 150 expert witnesses, and collected 3,500 pages of testimony. Excerpted here are the highlights of that investigation.

HOFFA AND THE TEAMSTERS. By Ralph C. James and Estelle D. James. Van Nostrand. 430 pp. \$6.95. Drawing on lengthy firsthand observation and access to confidential data, the authors discuss the controversial union boss's personality, power, policies, and struggles to keep on top.

THE CROSSROADS PAPERS. Edited by Hans Morgenthau. Norton. 279 pp. \$5.50. These interesting essays deal with the future of our cities, "ailing unions," the capitalist-Communist struggle, and other aspects of the business environment.

THE CULTIVATION OF IMPERFECTION. By Sol M. Davidson. Frederick Fell. 107 pp. \$3.50. If you want a healthy antidote to the power-of-positive-thinking school, this is it. "In the good executive," says Davidson, "all the qualities which distinguish him from the . . . poor executive are in essence negative qualities."

SCIENCE AND SOCIETY. Edited by Norman Kaplan. Rand McNally. 615 pp. \$8.95. Science as a changing institution, research, public policy, and developing trends in science are the principal subjects of these forty papers.



"The computer can only tell you the characteristics of the man who would make you an ideal mate. You'll have to find him on your own."