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BOOK REVIEWS

Thomas J. Burns, Editor

EDITOR'S NOTE: Books for review should be sent to Professor Philip E. Meyer, School of Management, Boston University, 212 Bay State Road, Boston, MA 02215.

(The policy of the *Review* is to publish only those reviews solicited by the Book Review Editor. Unsolicited reviews will not be accepted.)

ALAN R. BECKENSTEIN, LESLIE E. GRAYSON, SUSAN M. OVERHOLT, and TIMOTHY F. SUTHERLAND: *Performance Measurement of the Petroleum Industry* (Lexington, Mass.: Lexington Books, 1979, pp. xv, 169).

Increase in centralized planning of a large, decentralized petroleum industry during the past decade has brought demands for data on the operation and performance of firms engaged in the industry as well as on various segments of operations of vertically or horizontally integrated firms. The book is concerned largely with the problems associated with availability and interpretation of the latter type of data. It contains some interesting details about the structure of the petroleum industry that may be of some interest to those unfamiliar with the industry. However, those who are interested in finding solutions to the difficult performance measurement problem are likely to be disappointed in the book since it covers a broad range of topics without going into a detailed analysis of any.

After introducing the need for operating and performance data on the petroleum industry in the opening chapter, a few examples of differences among the organization charts of the marketing operations of various firms (Chapter 2) and a discussion of the transfer pricing problem (Chapters 3 to 5) are given. Accounting instructors may find the actual examples of transfer pricing practices in the petroleum industry given in Chapter 5 useful in the classroom. Discussion of the industrial organization paradigm given in Chapters 6 and 7 may be useful to some accountants. Chapter 8 discusses the three sources of price information in the petroleum industry, and a numerical example of how different transfer pricing methods can result in different profits for a division of a firm is given in Chapter 9. The book concludes with some general remarks on the desirable qualities of the data base in Chapter 10.

On the whole, the book contains some nitty-gritty details about the industry thrown together with some textbook description of accounting and economic problems, with the result that the audience of the book is not clearly defined.

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TRACY D. CONNORS, *The Nonprofit Organization Handbook* (New York: McGraw-Hill Book Company, Inc., 1980, pp. xxiii, 740).

This first-edition book, by numerous (27) contributing authors of various backgrounds, is written from a perspective of providing operational guidance to managers of nonprofit organizations (NPO). It is an easy-to-read introduction to the issues and problems involved in organizing and operating a variety of NPOs. The intended audience is practitioners who are actively involved in managing the affairs of a NPO.

The well-organized text is divided into six separate sections and represents a useful reference document for addressing specific isolated problems as well as providing a more comprehensive treatise of a wide range of issues.

Section 1 deals with basic NPO organization principles and concepts, including several chapters on tax exempt matters. Specifically, in addition to discussing the environment, constructs, and peculiar attributes of NPOs, the section provides practical, detailed guidance on (1) different organizations qualifying for tax exempt status, (2) securing tax exempt status, and (3) maintaining tax exempt status. The

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