

*This is a continuation of the basic diagram of Title 164, setting out the *Shared Characteristics of a large scale Enterprise**

The total cost of the Apollo Program \$ 21 349 million, was broken down into Spacecraft \$ 6939 million, Saturn vehicle \$ 7940 million, rocket engine development \$ 854 million, tracking and data acquisition \$ 541 million, and Manned Space Flight Center operations \$ 2128 million; the remainder being accounted for as facilities and general operations.

Also most interesting was the method adopted by NASA to select one out of five competing industrial companies for one major component, here the Apollo Spacecraft itself. Each competitor was rated, on a 0 to 10 basis, for technical approach (30%), technical qualification (30%) and business management (40%); the summary rating for the Martin Company, 6.9, was decisive for the award of the contract.

Two possible applications of the Apollo Management Lessons concluded Seaman's and Ordway's masterly analysis. One was 'Project Mohole', to drill into the Earth's crust where it was thinnest, namely under the Ocean. Although the structure was never built, the *Glomar Challenger* ship which later carried out part of the program, benefited much from the previous design work.

The second application was directed to regain for the USA the energy self-sufficiency which it once enjoyed. An underwater electricity generating station was envisaged based on the Rankine power cycle using the 20 °C temperature difference between deep and surface water temperatures in the tropics. A huge barge was constructed, but the project was never finalised.