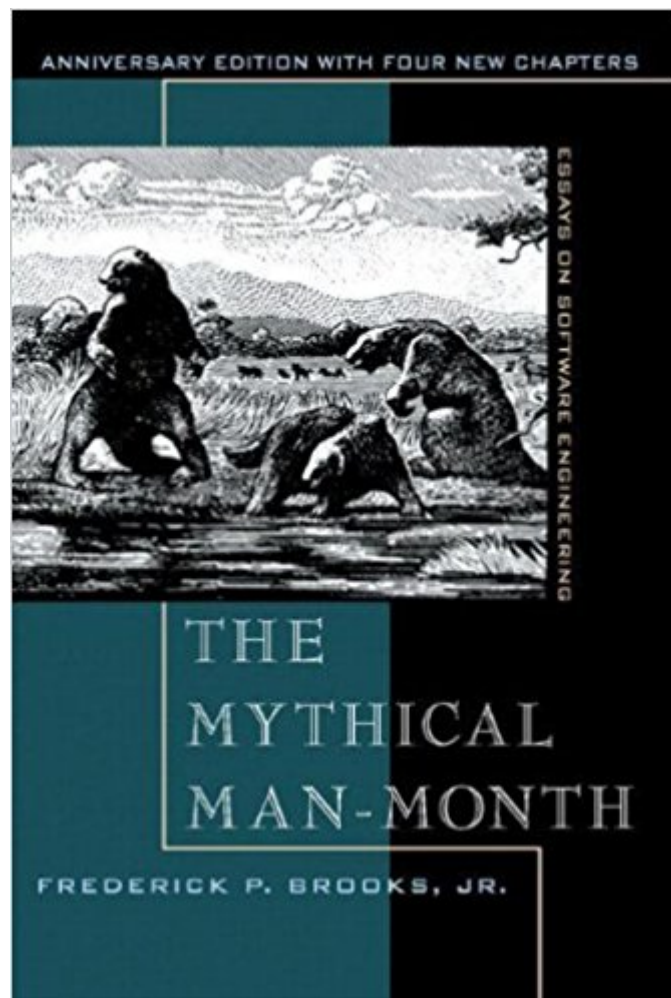


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The Mythical Man-Month: Essays On Software Engineering, Anniversary Edition (2nd Edition)



Synopsis

Few books on software project management have been as influential and timeless as *The Mythical Man-Month*. With a blend of software engineering facts and thought-provoking opinions, Fred Brooks offers insight for anyone managing complex projects. These essays draw from his experience as project manager for the IBM System/360 computer family and then for OS/360, its massive software system. Now, 20 years after the initial publication of his book, Brooks has revisited his original ideas and added new thoughts and advice, both for readers already familiar with his work and for readers discovering it for the first time. ã ã The added chapters contain (1) a crisp condensation of all the propositions asserted in the original book, including Brooks's central argument in *The Mythical Man-Month*: that large programming projects suffer management problems different from small ones due to the division of labor; that the conceptual integrity of the product is therefore critical; and that it is difficult but possible to achieve this unity; (2) Brooks's view of these propositions a generation later; (3) a reprint of his classic 1986 paper "No Silver Bullet"; and (4) today's thoughts on the 1986 assertion, "There will be no silver bullet within ten years."

Book Information

Paperback: 336 pages

Publisher: Addison-Wesley Professional; Anniversary edition (August 12, 1995)

Language: English

ISBN-10: 0201835959

ISBN-13: 978-0201835953

Product Dimensions: 6 x 0.9 x 9 inches

Shipping Weight: 1 pounds (View shipping rates and policies)

Average Customer Review: 4.4 out of 5 stars 295 customer reviews

Best Sellers Rank: #8,858 in Books (See Top 100 in Books) #2 in ã ã Books > Computers & Technology > Hardware & DIY > Microprocessors & System Design > Microprocessor Design #5 in ã ã Books > Textbooks > Computer Science > Software Design & Engineering #12 in ã ã Books > Computers & Technology > Programming > Software Design, Testing & Engineering > Software Development

Customer Reviews

The classic book on the human elements of software engineering. Software tools and development environments may have changed in the 21 years since the first edition of this book, but the

peculiarly nonlinear economies of scale in collaborative work and the nature of individuals and groups has not changed an epsilon. If you write code or depend upon those who do, get this book as soon as possible -- from .com Books, your library, or anyone else. You (and/or your colleagues) will be forever grateful. Very Highest Recommendation.

To my surprise and delight, *The Mythical Man-Month* continues to be popular after twenty years. Over 250,000 copies are in print. People often ask which of the opinions and recommendations set forth in 1975 I still hold, and which have changed, and how. Whereas I have from time to time addressed that question in lectures, I have long wanted to essay it in writing. Peter Gordon, now a Publishing Partner at Addison-Wesley, has been working with me patiently and helpfully since 1980. He proposed that we prepare an Anniversary Edition. We decided not to revise the original, but to reprint it untouched (except for trivial corrections) and to augment it with more current thoughts. Chapter 16 reprints "No Silver Bullet: Essence and Accidents of Software Engineering," a 1986 IFIPS paper that grew out of my experience chairing a Defense Science Board study on military software. My co-authors of that study, and our executive secretary, Robert L. Patrick, were invaluable in bringing me back into touch with real-world large software projects. The paper was reprinted in 1987 in the IEEE Computer magazine, which gave it wide circulation. "No Silver Bullet" proved provocative. It predicted that a decade would not see any programming technique which would by itself bring an order-of-magnitude improvement in software productivity. The decade has a year to run; my prediction seems safe. "NSB" has stimulated more and more spirited discussion in the literature than has *The Mythical Man-Month*. Chapter 17, therefore, comments on some of the published critique and updates the opinions set forth in 1986. In preparing my retrospective and update of *The Mythical Man-Month*, I was struck by how few of the propositions asserted in it have been critiqued, proven, or disproven by ongoing software engineering research and experience. It proved useful to me now to catalog those propositions in raw form, stripped of supporting arguments and data. In hopes that these bald statements will invite arguments and facts to prove, disprove, update, or refine those propositions, I have included this outline as Chapter 18. Chapter 19 is the updating essay itself. The reader should be warned that the new opinions are not nearly so well informed by experience in the trenches as the original book was. I have been at work in a university, not industry, and on small-scale projects, not large ones. Since 1986, I have only taught software engineering, not done research in it at all. My research has rather been on virtual reality and its applications. In preparing this retrospective, I have sought the current views of friends who are indeed at work in software engineering. For a wonderful willingness to share views, to comment

thoughtfully on drafts, and to re-educate me, I am indebted to Barry Boehm, Ken Brooks, Dick Case, James Coggins, Tom DeMarco, Jim McCarthy, David Parnas, Earl Wheeler, and Edward Yourdon. Fay Ward has superbly handled the technical production of the new chapters. I thank Gordon Bell, Bruce Buchanan, Rick Hayes-Roth, my colleagues on the Defense Science Board Task Force on Military Software, and, most especially, David Parnas for their insights and stimulating ideas for, and Rebekah Bierly for technical production of, the paper printed here as Chapter 16. Analyzing the software problem into the categories of essence and accident was inspired by Nancy Greenwood Brooks, who used such analysis in a paper on Suzuki violin pedagogy. Addison-Wesley's house custom did not permit me to acknowledge in the 1975 Preface the key roles played by their staff. Two persons' contributions should be especially cited: Norman Stanton, then Executive Editor, and Herbert Boes, then Art Director. Boes developed the elegant style, which one reviewer especially cited: "wide margins, and imaginative use of typeface and layout." More important, he also made the crucial recommendation that every chapter have an opening picture. (I had only the Tar Pit and Rheims Cathedral at the time.) Finding the pictures occasioned an extra year's work for me, but I am eternally grateful for the counsel. Deo soli gloria or Soli Deo Gloria -- To God alone be the glory. Chapel Hill, N.C., F.0201835959P04062001

I read this book twenty years or so ago and I have given away several copies of it to others who manage groups of professionals engaged in scientific research and analyses. Although Dr. Brooks writes specifically about his experiences with software development, I feel that a reader could easily replace references to programming or software with the more generic "project" to imagine how Brooks' experiences might apply to their own work. The Mythical Man-Month is a very thoughtful treatment on the structuring of work groups and of the importance of communication within and among teams working on projects.

This is an excellent compendium of knowledge about software development, particularly in relation to project management and efficient team organization. Though it covers more topics than just those, it really demystifies and sheds light on why managing software development is so different and so much more difficult than any other industry. If you have any interest in philosophy, computer science, or good writing, this book is well worth your time. If you are interested in two or three of them, it's a must-read. This is a classic in the software development space and has been extremely influential for many years. Mr. Brooks' writing style is impeccable; he carefully dissects and examines each topic, with the wit and wisdom merited by such a technical field, yet he does it

without using a lot of double-speak or unnecessary "fluff" - not a true text but rather a collection of essays, each chapter comes across as a polished, finished product, well-focused on a single topic. This particular edition is also highly recommended. It contains four additional chapters: No Silver Bullet, yet another influential essay by Brooks that was not in the original edition; an overview of all his points (the entire book) in an easy-to-digest format; his thoughts 20 years on from writing the original, and how the industry has changed in that time; and finally, his responses to various criticism he has received over the years specifically in response to the "No Silver Bullet" essay. This is an excellent purchase and a great read.

The Mythical Man-Month is Frederick Brooks' seminal collection of essays vis-a-vis software engineering. From the title, one would imagine that the tome's unifying thesis revolves around the discredited idea that adding more engineers to a project will enable the project to be completed in fewer months, or, to put it another way, that the length of a project's schedule is a linear function of the number of workers assigned to that project. Using graphs based on mathematical formulas and on research conducted by other specialists, Brooks neatly dismantles the person-month myth - demonstrating, in fact, that in many projects (particularly if complex interrelationships are required or if the project is behind schedule), adding more bodies often increases the time required for completion. Despite what the title suggests, however, the above-mentioned topic is but one of many covered by this work. Other topics include the distinction between the "essential" and "accidental" elements of software design; the distinction between building a computer program vs. designing a "programming a systems product" (and the ninefold difference in complexity and time between the two); the quest for software engineering's elusive "silver bullet

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