

The Mythical Man-Month
Essays on Software Engineering
Anniversary Edition

Frederick P. Brooks, Jr.

University of North Carolina at Chapel Hill



ADDISON-WESLEY

Boston • San Francisco • New York • Toronto • Montreal
London • Munich • Paris • Madrid
Capetown • Sydney • Tokyo • Singapore • Mexico City

Contents

	Preface to the 20th Anniversary Edition	vii
	Preface to the First Edition	x
Chapter 1	The Tar Pit	3
Chapter 2	The Mythical Man-Month	13
Chapter 3	The Surgical Team	29
Chapter 4	Aristocracy, Democracy, and System Design	41
Chapter 5	The Second-System Effect	53
Chapter 6	Passing the Word	61
Chapter 7	Why Did the Tower of Babel Fail?	73
Chapter 8	Calling the Shot	87
Chapter 9	Ten Pounds in a Five-Pound Sack	97
Chapter 10	The Documentary Hypothesis	107
Chapter 11	Plan to Throw One Away	115
Chapter 12	Sharp Tools	127
Chapter 13	The Whole and the Parts	141
Chapter 14	Hatching a Catastrophe	153
Chapter 15	The Other Face	163
Chapter 16	No Silver Bullet—Essence and Accident	177
Chapter 17	“No Silver Bullet” Refired	205
Chapter 18	Propositions of <i>The Mythical Man-Month</i> : True or False?	227
Chapter 19	<i>The Mythical Man-Month</i> after 20 Years	251
	Epilogue	291
	Notes and References	293
	Index	309