Agile Project Management With TFS

In this chapter we complete a startup of an agile project using TFS. Many of the concepts covered in Chapter 6 are exemplified in this chapter so you can see how we move from planning to implementation. We also look at how TFS can support the agile project management process during sprints.

In this chapter and throughout the rest of the book, we will use a fictitious company in our examples. This way we try to have a red thread in the things we present so we can more easily understand the process and how TFS supports our development organization.

This chapter focuses on the project management parts of a project. All support for agile development practices such as continuous integration, test driven development, test automation, and so on will be explained in subsequent chapters.

The main part of this chapter is written from the perspective of the PO, whom we will meet shortly. There will be a personal touch on some parts. The reason for this is that this part of a project focuses so much on collaboration and interaction between people. If you recall, the agile manifesto talks about the left side of the four pillars:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

**Case Study**

Let’s start with the company we will use as an example. Any similarities to real companies are totally unintentional.

**Company Background**

Our company is called Kangreen and is located mainly in Sweden, where the headquarters are. The company is about three years old and hence relatively new on the market. Alice Miller, the CEO, got tired of her career as a psychologist and decided to open another business with a friend, Bob Peak.

Kangreen develops software for psychologists and has had a great start. Customers are located all over the world, and sales people travel widely to sell products. The sales organization consists of 12 persons but is growing as demand of the software increases.

---

1In Greek mythology, Theseus used a red thread to mark his way through the Labyrinth. [http://en.wikipedia.org/wiki/The_Red_Thread](http://en.wikipedia.org/wiki/The_Red_Thread).
Kangreen has about 60 employees worldwide. The development organization consists of approximately 30 people. Of these, 20 are located in Gothenburg, Sweden, and the rest in Seattle, Washington. All development is currently done using Visual Studio 2010, but the company is planning to start using Visual Studio 2012 for all new development. Kangreen uses TFS 2010 today, but mostly for version control. Figure 8-1 shows the high-level organizational chart of Kangreen.

There is a demand for Mac software on the market as well, so Kangreen is setting up a small Java development organization that will use Eclipse as the main platform for development. Recruitment is ongoing.

The great start and ever-increasing demand for Kangreen software hasn't been without trials. For the development organization the need of a good ALM process is evident. There have been several cases where bug fixes have caused new bugs in the software that have not been found until the bug fixes were rolled out to customers. This lack of traceability could damage customer satisfaction and must be fixed quickly.

Another issue that has been troublesome is the collaboration between the team in Seattle and the team in Stockholm. There is a need for sharing code between these two parts of the organization, and they also need to have updated status reports on the progress in the different projects.

Kangreen development manager, Cindy Crafoord, has decided to implement a pilot project using the ALM features of TFS 2012 to bridge the gap between what they have today and what they can benefit from in TFS 2012. If the pilot is successful, Kangreen will migrate all their development to the TFS platform.

Cindy and Bob Peak have decided to use Scrum as the preferred project management method, and the developers agree on using XP practices to enhance quality of the software and therefore increase business value to the company.

The Pilot Project

The project Kangreen has decided to use as a pilot for the ALM implementation is an expense reporting application (Kangreen Expense Reporting). In the early days, expenses were handled easily by the admin staff, but since the company has grown quickly and sales persons are located and travelling all over the world, things have been a little more complicated. The admin staff wants an application that will make their jobs easier and at the same time make sure employees will get reimbursement for expenses quickly. The requirements for this application are covered in the section “Requirements” later in this chapter.

Because this project will be using Scrum as a project management process, Cindy and Bob have appointed Fiona Gallos as Product Owner for the application. Fiona is new in the company and has only been working with Kangreen for six months. She is experienced as a Product Owner because her previous employer used Scrum extensively.

Important stakeholders for the project are Bob Peak, Cindy Crafoord, and Karen Guckenheimer. Karen is manager for the admin department and will represent the end-users as well as the admin organization. Because the project aims to be a pilot for an ALM implementation, Dave Applemust from the infrastructure side and Harry Bryan from the development organization are also considered important stakeholders.