A Study on the Role of RMG in Optimising and Utilising Resource Allocation in Tata Consultancy Services

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How to Cite this Article:

M, R. R. (2026). A Study on the Role of RMG in Optimising and Utilising Resource Allocation in Tata Consultancy Services. International Journal of Creative and Open Research in Engineering and Management, 02(04). https://doi.org/10.55041/ijcope.v2i4.039

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ABSTRACT

Resource Management Group (RMG) constitutes a pivotal strategic function within large-scale information technology services organizations, responsible for the optimal allocation, deployment, and utilization of human capital across diverse project portfolios. This study investigates the role of RMG in optimising and utilising resource allocation at Tata Consultancy Services (TCS), one of the world's largest IT services companies. A structured questionnaire survey was administered to 100 respondents comprising Resource Managers, Project Managers, Delivery Managers, HR Business Partners, RMG Analysts, Senior Consultants, and Associates across multiple business units. The study evaluates RMG effectiveness across eight core dimensions including idle time reduction, project delivery improvement, skill mapping accuracy, bench utilization, communication effectiveness, data analytics usage, process transparency, and overall satisfaction. Key findings reveal that 70% of respondents consider RMG effective or very effective in resource allocation, with a mean overall satisfaction score of 3.88 out of 5. RMG improves bench utilization most strongly (M=3.97), while process transparency presents the greatest improvement opportunity (M=3.59). Skill mismatch (36%) and lack of real-time visibility (23%) are the foremost challenges. The study concludes with strategic recommendations for strengthening RMG capabilities through enhanced data analytics, AI-driven demand forecasting, and structured reskilling frameworks.

INDEX TERMS

Resource Management Group, RMG, Resource Allocation, TCS, Tata Consultancy Services, Bench Management, Skill Mapping, Workforce Optimization, IT Services.

1. INTRODUCTION

In the fiercely competitive global information technology services industry, the ability to deploy the right talent, with the right skills, to the right projects, at the right time, represents a critical operational and strategic capability. For large IT services organizations managing thousands of concurrent projects across geographies, industries, and technology domains, the complexity of resource allocation is immense, requiring sophisticated organizational mechanisms that can match dynamic client demand with equally dynamic internal supply of skilled human capital. The Resource Management Group (RMG) has emerged as the primary institutional response to this challenge — a specialized function dedicated to the systematic identification, allocation, deployment, tracking, and optimization of human resources across the project portfolio.

Tata Consultancy Services (TCS), headquartered in Mumbai, India, is among the world's largest IT services, consulting, and business solutions organizations, employing over 600,000 professionals across 55 countries and serving clients in 19 industry verticals. The scale and complexity of TCS's project operations make effective resource management not merely an administrative function but a strategic competitive differentiator. The TCS RMG function serves as the institutional bridge between the organization's human capital supply — encompassing its vast pool of available, bench, and transitioning employees — and the continuous stream of client project demands that constitute its core business.

The RMG's mandate encompasses several interconnected responsibilities: maintaining comprehensive visibility of resource availability across skills, competencies, locations, and availability timelines; matching project demands to available resources based on skill fit, experience, location proximity, and availability; managing bench resources through proactive deployment, training, and reskilling initiatives to minimize unproductive idle time; forecasting future demand patterns based on pipeline analysis and historical deployment trends; and providing data-driven insights to senior leadership for workforce planning and capacity management decisions.

Despite the strategic importance of the RMG function, empirical research investigating practitioner perceptions of RMG effectiveness, challenges, and optimization opportunities in the specific context of large Indian IT services organizations remains limited. This study addresses this gap by conducting a structured survey of 100 TCS professionals to empirically characterize RMG performance, identify improvement areas, and provide evidence-based recommendations for optimizing resource allocation through enhanced RMG capabilities.

2. LITERATURE SURVEY

The academic literature on resource management in IT services organizations draws from multiple disciplinary traditions including operations management, human resource management, organizational behavior, and information systems. Hitt, Bierman, Shimizu, and Kochhar [1] established the foundational significance of human capital as a strategic resource in knowledge-intensive firms, demonstrating that the configuration and deployment of skilled human resources is a primary determinant of competitive advantage and organizational performance. Their work provides the theoretical grounding for understanding why RMG effectiveness is not merely an operational concern but a strategic priority.

In the project management literature, Kerzner [2] extensively analyzed the challenges of resource allocation in multi-project environments, identifying skill mismatch, resource contention, and inadequate demand forecasting as the primary sources of project delay and cost overrun in large project portfolios. These challenges map directly to the RMG-specific challenges investigated in the present study and confirm the enduring relevance of resource allocation optimization as a management priority in project-intensive organizations.

Krishnamurthy and Suri [3] conducted an early empirical investigation of workforce management in large IT services firms, specifically examining how organizations balance the conflicting imperatives of bench minimization — which demands rapid deployment of available resources — and skill-fit maximization — which may require longer matching timelines to identify optimally qualified candidates. Their study found that organizations with mature resource management functions achieved superior balance between these imperatives, resulting in higher client satisfaction scores and lower involuntary attrition rates.

The role of information systems and data analytics in resource management has been examined by Subramanian, Fernandes, and Harper [4], who demonstrated that organizations deploying integrated resource management information systems — encompassing real-time visibility of resource availability, skill inventories, project demands, and deployment histories — achieved significantly higher resource utilization rates than those relying on manual or spreadsheet-based tracking approaches. Their findings underscore the strategic importance of the technology and tools dimension of RMG effectiveness investigated in the present study.

Choudhury and Sabherwal [5] investigated the relationship between resource management practices and project success in large IT services organizations, finding that the quality of skill-project matching, the timeliness of resource allocation, and the effectiveness of bench management were the three strongest predictors of on-time, on-budget project delivery. Their results provide empirical support for the multi-dimensional RMG effectiveness framework employed in the present study and identify the specific practices where RMG investment yields the highest returns.

More recently, the application of artificial intelligence and machine learning to resource management has attracted growing academic attention. Agarwal, Bhardwaj, and Malhotra [6] demonstrated that AI-powered demand forecasting models could predict project resource requirements with significantly greater accuracy than traditional judgmental forecasting approaches, enabling organizations to proactively prepare resource supply and reduce last-minute allocation crises. This finding is directly relevant to the present study's investigation of AI and data analytics adoption in TCS RMG processes.

The relationship between effective resource management and employee well-being has been explored by Maslach and Leiter [7] in their seminal work on organizational burnout, which identified workload imbalance and skill-role mismatch as primary drivers of employee burnout and attrition. These findings are echoed in the present study's examination of whether effective RMG practices contribute to employee retention — a question of acute relevance to TCS, which operates in a talent market characterized by significant voluntary attrition pressures.

3. PROBLEM STATEMENT

Despite the strategic centrality of the RMG function in large IT services organizations such as TCS, several operational challenges continue to impede optimal resource allocation outcomes. Skill mismatch between available resources and project requirements represents a persistent and costly challenge, resulting in suboptimal project staffing, extended allocation timelines, and compromised delivery quality. The availability of real-time, accurate data on resource availability, skill competencies, and project demand remains a systemic challenge in organizations managing tens of thousands of concurrent resource movements.

Additionally, the effectiveness of bench management — the proactive utilization and development of resources not currently assigned to billable projects — is a critical determinant of organizational cost efficiency and employee engagement. Resources spending extended periods on bench face heightened attrition risk and skill obsolescence, while organizations incur the financial cost of unproductive salary expenditure. The degree to which the TCS RMG function effectively addresses these challenges through proactive reskilling, rapid deployment, and data-driven planning represents a critical area of empirical investigation.

Furthermore, the transparency and fairness of RMG processes — including the criteria used for resource selection, the communication of allocation decisions to affected employees, and the mechanisms for employee input into deployment preferences — has significant implications for employee satisfaction and organizational trust. This study examines these dimensions systematically to provide TCS leadership with a comprehensive empirical assessment of RMG function quality and a prioritized roadmap for improvement.

4. RESEARCH METHODOLOGY

4.1 Research Design

This study adopts a descriptive quantitative research design. A structured questionnaire comprising 34 items was developed to assess RMG awareness, allocation effectiveness, bench management quality, skill matching accuracy, demand planning, tool effectiveness, eight core performance dimensions (five-point Likert scale), resource utilization and bench metrics, key challenges and benefits, reskilling support, attrition impact, AI adoption, and future outlook. The instrument was validated through expert review by three senior HR and resource management professionals prior to deployment.

4.2 Sample and Data Collection

A purposive sample of 100 TCS professionals across multiple business units including Banking Financial Services and Insurance (BFSI), Enterprise Solutions, Retail and Consumer Business, Manufacturing, and Communications, Media and Technology was surveyed. Respondents included Resource Managers, Project Managers, Delivery Managers, HR Business Partners, RMG Analysts, Senior Consultants, and Associate Consultants. The demographic profile is presented in Table 4.1.

Variable	Category	Frequency (%)
Age Group	20 – 25 years	38 (38.0%)
	26 – 35 years	42 (42.0%)
	36 – 45 years	16 (16.0%)
	Above 45 years	4 (4.0%)
Gender	Male	60 (60.0%)
	Female	40 (40.0%)
Experience at TCS	Less than 1 year	15 (15.0%)
	1 – 3 years	30 (30.0%)
	3 – 5 years	28 (28.0%)
	5 – 10 years	18 (18.0%)
	More than 10 years	9 (9.0%)
Role	RMG Analyst	20 (20.0%)
	Project Manager	18 (18.0%)
	Resource Manager	15 (15.0%)
	Senior Consultant	12 (12.0%)
	Delivery Manager	12 (12.0%)
	HR Business Partner	10 (10.0%)
	Associate / Junior Consultant	13 (13.0%)

Table 4.1. Demographic Profile of Respondents (N=100)

5. RESULTS AND DISCUSSION

5.1 RMG Awareness and Allocation Effectiveness

Survey findings reveal a strong level of RMG function awareness among TCS professionals, with 43.0% reporting being very well aware of the RMG's role and 44.0% indicating partial awareness. Only 13.0% reported limited or no awareness, suggesting that organizational communication regarding the RMG function has been broadly effective. With respect to allocation effectiveness, 32.0% of respondents rated the RMG as very effective and 38.0% as effective, yielding a combined positive effectiveness rating of 70.0%. Only 10.0% expressed negative effectiveness views, indicating a largely favorable practitioner assessment of the RMG's core allocation function.

Table 5.1 presents the distribution of RMG awareness, allocation effectiveness, and average time for resource allocation.

Dimension	Category	Frequency (%)
RMG Awareness	Very well aware	43 (43.0%)
	Somewhat aware	44 (44.0%)
	Slightly aware / Not aware	13 (13.0%)
Allocation Effectiveness	Very Effective	32 (32.0%)
	Effective	38 (38.0%)
	Neutral	20 (20.0%)
	Ineffective / Very Ineffective	10 (10.0%)
Time to Allocate Resource	Within 1 week	28 (28.0%)
	1 – 2 weeks	30 (30.0%)
	2 – 4 weeks	32 (32.0%)
	More than 1 month	10 (10.0%)

Table 5.1. RMG Awareness, Effectiveness and Allocation Timelines (N=100)

The allocation timeline data reveals that 58.0% of resource allocations are completed within two weeks, while 32.0% require two to four weeks and 10.0% exceed one month. Extended allocation timelines are a critical concern in the context of client-facing project environments where project kick-off delays attributable to resource unavailability directly impact client satisfaction and revenue recognition. The 10.0% of cases requiring more than a month represent a systemic challenge area requiring structured intervention through improved demand forecasting and proactive bench preparation.

5.2 Bench Management and Skill Mapping

Bench management quality was rated as Excellent by 20.0% and Good by 42.0% of respondents, yielding a combined positive rating of 62.0%. However, 29.0% rated bench management as only Average and 9.0% as Poor, indicating significant room for improvement in the proactive management of resources not currently assigned tobillable engagements. With respect to skill-project mapping accuracy, 24.0% reported that RMG always ensures accurate skill mapping, 37.0% reported frequent accuracy, and 30.0% indicated only occasional accuracy, suggesting that skill mismatch remains a meaningful operational challenge despite the RMG's efforts.

5.3 Core RMG Performance Dimensions — Likert Analysis

Eight core RMG performance dimensions were evaluated using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Table 5.2 presents the mean scores for each dimension, ranked in descending order of performance.

RMG Performance Dimension	Mean Score (/5)	Interpretation
RMG improves bench utilization	3.97	Good
RMG data analytics supports better allocation decisions	3.87	Good
RMG improves on-time project delivery	3.85	Good
RMG reduces resource idle / bench time	3.81	Good
Overall satisfaction with RMG practices	3.88	Good
RMG ensures right skill mapping to projects	3.71	Good
RMG communication with project teams is effective	3.69	Satisfactory
RMG process is transparent and fair	3.59	Satisfactory

Table 5.2. Mean Scores for Core RMG Performance Dimensions (N=100)

Bench utilization improvement (M=3.97) received the highest mean score, reflecting practitioners' recognition of the RMG's most direct and tangible contribution — reducing the financial and operational cost of unproductive bench time. Data analytics support for allocation decisions (M=3.87) and on-time project delivery improvement (M=3.85) also received strong ratings, affirming the growing role of data-driven approaches in enhancing RMG decision quality. Overall satisfaction with RMG practices (M=3.88) reflects a broadly positive practitioner assessment of the function.

Process transparency and fairness (M=3.59) and communication effectiveness with project teams (M=3.69) received satisfactory but comparatively lower ratings, identifying the governance, communication, and interpersonal dimensions of RMG operations as priority improvement areas. Transparency in allocation decisions — including clear communication of the criteria used for resource selection and the availability of channels for employee input into deployment preferences — is a significant determinant of employee trust in the RMG function and warrants structured organizational attention.

5.4 Resource Utilization and Bench Metrics

Table 5.3 presents the distribution of resource utilization rates and bench percentages reported by respondents across their respective business units.

Metric	Category	Frequency (%)
Resource Utilization Rate	Above 85%	19 (19.0%)
	75 – 85%	37 (37.0%)
	60 – 75%	36 (36.0%)
	Below 60%	8 (8.0%)
Bench Percentage	Less than 5%	23 (23.0%)
	5 – 10%	40 (40.0%)
	10 – 15%	25 (25.0%)
	Above 15%	12 (12.0%)

Table 5.3. Resource Utilization Rate and Bench Percentage Distribution (N=100)

Resource utilization rates of 75–85% — a widely cited industry benchmark for optimal IT services resource utilization — were reported by 37.0% of respondents, with 19.0% achieving above 85% utilization. However, 44.0% of respondents reported utilization rates below 75%, indicating that a substantial proportion of the surveyed business units are operating below optimal efficiency thresholds. Bench percentages of 5–10% were reported by 40.0% of respondents, while 12.0% reported bench above 15%, representing a significant cost and engagement risk that the RMG function must actively manage through accelerated deployment and reskilling initiatives.

5.5 Challenges and Benefits of RMG

Table 5.4 presents the primary challenges faced in resource allocation through RMG and the most significant benefits of effective RMG operation.

Challenges / Benefits	Frequency	Percentage (%)
Challenges in Resource Allocation		
Skill mismatch between demand and supply	36	36.0%
Lack of real-time visibility into resource availability	23	23.0%
Delayed project demand forecasting	21	21.0%
Inadequate bench management	12	12.0%
Poor RMG-project team communication	8	8.0%
Most Significant Benefits of Effective RMG		
Optimized resource utilization	37	37.0%
Reduced bench time	25	25.0%
Faster project staffing	18	18.0%
Cost savings	11	11.0%
Improved skill-project fit	9	9.0%

Table 5.4. Challenges and Benefits of RMG in Resource Allocation (N=100)

Skill mismatch between demand and supply (36.0%) is the most prevalent challenge, reflecting the fundamental difficulty of maintaining a dynamically updated inventory of employee competencies that accurately represents the evolving skill landscape of a large IT organization. As technology stacks evolve rapidly and client demands shift toward emerging capabilities such as cloud, data engineering, and AI/ML, the risk of skill mismatch between available resources and project requirements intensifies. Lack of real-time visibility (23.0%) and delayed demand forecasting (21.0%) represent systemic information quality and timeliness challenges that advanced analytics and integrated resource management systems can directly address.

On the benefits side, optimized resource utilization (37.0%) and reduced bench time (25.0%) represent the most valued outcomes of effective RMG operation, consistent with the Likert analysis findings that position bench utilization as the highest-rated RMG performance dimension. Faster project staffing (18.0%) and cost savings (11.0%) reflect the downstream organizational value created by efficient resource allocation, while improved skill-project fit (9.0%) — though ranked fifth — represents a quality outcome with significant implications for project delivery excellence and client satisfaction.

5.6 Reskilling Support, Attrition Impact, AI Adoption and Future Outlook

Table 5.5 presents findings on RMG's role in reskilling bench resources, its perceived impact on attrition, AI and analytics adoption in RMG processes, and future strategic outlook.

Dimension	Category	Frequency (%)
RMG Reskilling Support	Yes, very effectively	24 (24.0%)
	Yes, somewhat effectively	39 (39.0%)
	Neutral	24 (24.0%)
	No, not effectively / not at all	13 (13.0%)
RMG Reduces Attrition	Strongly Agree / Agree	53 (53.0%)
	Neutral	31 (31.0%)
	Disagree / Strongly Disagree	16 (16.0%)
AI / Analytics in RMG	Yes, extensively	20 (20.0%)
	Yes, to some extent	35 (35.0%)
	Neutral	24 (24.0%)
	No	21 (21.0%)
Future Strategic Adoption	Yes, definitely	45 (45.0%)
	Yes, maybe	42 (42.0%)
	Unsure / No	13 (13.0%)
Overall Perception of RMG	Very Positive / Positive	71 (71.0%)
	Neutral	21 (21.0%)
	Negative / Very Negative	8 (8.0%)
Recommend Strengthening RMG	Strongly Recommend / Recommend	63 (63.0%)
	Neutral	23 (23.0%)
	Do Not Recommend	14 (14.0%)

Table 5.5. Reskilling, Attrition, AI Adoption, Perception and Recommendation (N=100)

RMG's reskilling support for bench resources is affirmed by 63.0% of respondents (combining very effectively and somewhat effectively), though 13.0% indicate that reskilling support is ineffective or absent — a concerning gap given the strategic importance of bench resource development in maintaining competitive talent readiness. The relationship between effective RMG and reduced employee attrition is affirmed by 53.0% of respondents, reflecting the established linkage between purposeful deployment, continuous engagement, and employee retention in knowledge-intensive organizations.

AI and data analytics adoption in RMG processes is confirmed by 55.0% of respondents (20.0% extensively, 35.0% to some extent), while 21.0% report no AI adoption — indicating a significant implementation gap that TCS should prioritize as part of its digital transformation agenda. The future strategic outlook is strongly positive, with 87.0% of respondents affirming confidence in the RMG function becoming more strategic and data-driven. Overall perception of RMG effectiveness is positive or very positive for 71.0% of respondents, and 63.0% recommend strengthening the RMG function, affirming broad practitioner support for continued RMG investment.

6. CONCLUSION

This study presents a comprehensive empirical assessment of the role of the Resource Management Group in optimising and utilising resource allocation at Tata Consultancy Services. The findings collectively affirm that the RMG function makes significant and recognized contributions to organizational resource efficiency, with 70.0% of respondents rating allocation effectiveness positively and a mean overall satisfaction score of 3.88 out of 5. The highest-performing dimension — bench utilization improvement (M=3.97) — reflects the RMG's most direct and measurable operational contribution, while the strong rating for data analytics support (M=3.87) affirms the growing strategic role of evidence-based resource planning in the TCS RMG model.

The study identifies several priority improvement areas that should guide TCS RMG strategic investment. Skill mismatch (36.0%) and lack of real-time visibility (23.0%) represent the most urgent challenges, requiring investment in dynamic competency tracking systems, integrated resource management platforms, and AI-driven demand forecasting capabilities. Process transparency (M=3.59) and communication effectiveness (M=3.69) represent the performance dimensions most in need of structural improvement, with implications for both RMG credibility and employee trust.

Strategic recommendations for TCS include: implementing AI-powered skill matching and demand forecasting algorithms to reduce skill mismatch and allocation lead times; investing in a unified, real-time resource visibility platform that integrates competency data, project demand signals, and deployment histories; establishing structured reskilling pathways for bench resources aligned with emerging technology demand patterns; developing clearer, more transparent communication protocols for resource allocation decisions; and creating structured feedback mechanisms that enable employees to provide input into deployment preferences and career development trajectories. The 87.0% positive future adoption outlook affirms that the TCS workforce is ready for a more strategic, data-driven RMG model — and the organization should move decisively to realize that potential.

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