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and initiatives, moving from executing tasks to owning outcomes.

In addition, our Executive Education programmes are tailored for mid-to-senior-level GCC professionals, enabling them to transition from technical specialists to strategic business partners.

### **What skills and mindsets do you believe are most critical for professionals working in innovation-led and AI-driven GCC environments?**

In AI-driven GCC environments, professional do not necessarily need to be coders, but they must understand how to leverage large language models (LLMs) and predictive analytics to drive business decisions. A key capability is complex problem-solving, the ability to deconstruct large, multifaceted challenges, build solutions, and integrate them effectively.

Equally important is the mindset. Today's work environment operates increasingly in grey zones, where global mandates intersect with local execution. This requires a high tolerance for ambiguity and a comfort with uncertainty, enabling professionals to act decisively even when outcomes are not fully defined.

### **How can academia and GCCs collaborate more closely to bridge the gap between management education and real-world global business challenges?**

Closer collaboration between academia and GCCs is essential to ensure that management education remains relevant and practice-oriented. One approach is co-created curricula, where GCC leaders serve as Professors of Practice, ensuring that teaching reflects current, real-world challenges. This can include the development of micro-cases based on everyday workplace problems, making learning more immediate and applicable.

Additionally, short-term, flexible learning formats can play a key role. Open programmes on emerging technologies such as generative AI and quantum computing, allow GCC professionals to upskill without stepping away from the workforce. ■

### **As GCCs expand their strategic responsibilities, how do management institutions like SPJIMR contribute to building future-ready leadership talent for these centers?**

Building future-ready leadership requires a shift from 'resource management' to 'value orchestration'. GCCs today need more than managers who can deliver on KPIs; they require leaders who can navigate the cultural and strategic complexities of a global headquarters environment.

At SPJIMR, this is reflected in our evolving curriculum. We have introduced courses focused on Global Stakeholder Management and Cross-Cultural Leadership to prepare participants to work with and manage globally distributed teams. There is also a strong emphasis on intrapreneurship — preparing talent to take ownership of global products