

BANGLADESH INSTITUTE OF MANAGEMENT

4 Sobhanbag, Mirpur Road, Dhaka-1207



POST-GRADUATE DIPLOMA IN SUPPLY CHAIN MANAGEMENT

Session: 2026-2027

SYLLABUS

Part I and II

Subject and Credits

Part I			Part II		
No	Name of Subjects	Credits	No	Name of Subjects	Credits
1	Supply Chain Fundamentals: Scope, Career, Framework, Facilitation	3	1	Course - 201 - International Trade and Commercial Management	3
2	Supply Chain Strategy: Demand Analysis to Integrated Business Planning	3	2	Course - 202 - Logistics and Transportation: Inventory, Warehousing & Distribution	3
3	Supply Chain Operations: Sourcing, Negotiation and Procurement	3	3	Course - 203 - Supply Chain Analytics	3
4	Financial Intelligence for Supply Chain and Contract Management	3	4	Course - 204 - Customer-centricism in Supply Chain: CRM and Demand Fulfillment	3
5	Managerial Skills for 21st Century	3	5	Course - 205 - Supply Chain Sustainability: Risk and Performance	3
6	Viva-Voce	1.5	6	Term Paper a) Term Paper Proposal Presentation b) Term Paper Presentation c) Term Paper Evaluation	3
			7	Viva-Voce	1.5

Evaluation Criteria

Class Attendance: 10%
Class Test: 20%
Midterm Exam: 30%
Final Exam: 40%

Grade Point

Numerical Grade	Letter Grade (LG)	Grade Point (GP)
80% or above	A+	4.00
75% to <80%	A	3.75
70% to <75%	A–	3.50
65% to <70%	B+	3.25
60% to <65%	B	3.00
55% to <60%	B–	2.75
50% to <55%	C+	2.50
45% to <50%	C	2.25
40% to <45%	D	2.00
<40%	F	0.00

Attendance Marks

Attendance (%)	Marks
90% – 100%	10
80% – 89%	09
70% – 79%	08
60% – 69%	07
50% – 59%	06
30% – 49%	03
Below 30%	00

Part I

Subject: 101 - Supply Chain Fundamentals: Scope, Career, Framework, Facilitation

Full Marks: 100

Credits: 03

Session: 36

Session No.	Chapter	Broad Topic
1 — 2	Chapter 1 – Introduction to supply chain knowledge	1.1 History and evolution of supply chain ideas
3 — 4		1.2 Supply Chain Principles;1.3 Supply Chain Management Knowledge Sources: Contribution of Managers and Academics
5 — 6		1.4 Learning Supply Chain: Multi-disciplinary approach, Body of Knowledge, Books, Professional Certifications
7 — 8	Chapter 2 – Supply chain: scope, terminologies, and conceptual frameworks	2.1 Objectives, Scope, and Importance of Supply Chain Management;2.2 Essential terminologies for supply chain management
9 — 10		2.3 Conceptual Framework for Supply Chain Management: Tier/stage, decision phases
11 — 12	<i>Class Test & Review</i>	
13 — 14	Chapter 2 – Supply chain: scope, terminologies, and conceptual frameworks	2.3 Conceptual Framework for Supply Chain Management: process views — cycle views, push/pull views, macro processes
15 — 16	Chapter 3 – Supply chain profession	3.1 SCM functional structure in organizations and jobs in supply chain management;3.2 Job description, job specification, competency matrix for supply chain professionals
17 — 18		3.3 Career potentials, certification, and development opportunities in SCM
	<i>Mid-Term Exam</i>	
19 — 20	Chapter 4 – Management, business administration and supply chain	4.1 Evolution of business studies and management thoughts;4.2 Management fundamentals
21 — 22		4.3 Value chain and supply chain approach of organizations
23 — 24	Chapter 5 – Supply chain facilitation: Role of public sector	5.1 Economic environment for supply chain facilitation
25 — 26		5.2 Public policy and legislative: National Logistics Policy 2024
27 — 28	<i>Case Study / Mathematical Exercise/Makeup/Specialized Session</i>	
29 — 30	Chapter 5 – Supply chain facilitation: Role of public sector	5.3 Public goods & services: infrastructure and supply chain facilitation
31 — 32	Chapter 6 – Internationalization of supply chain	6.1 International trade: Rationales, Agreement and Regimes;6.2 International Relations and Scope of Internationalization of supply chain
33 — 34		6.3 Foreign policy and internationalization of the supply chain
35 — 36	<i>Class Test & Review</i>	
	<i>Final Exam</i>	

Subject: 102 - Supply Chain Strategy: Demand Analysis to Integrated Business Planning**Full Marks: 100****Credits: 03****Session: 36**

Session No.	Chapter	Broad Topic
1 — 2	Chapter 1 – Introduction to business and managerial plan	1.1 Introduction to plan and planning process: Role, importance, steps
3 — 4		1.2 Types of plans;1.3 Business and managerial plan
5 — 6	Chapter 2 – Operations and Supply Chain Strategy	2.1 Operations strategy: definition, model, process
7 — 8		2.2 Typical Operations Objectives, important Strategic Decisions in Operations, and strategic alternatives;2.3 Distinctive Competence and Supply Chain Strategy
9 — 10	Chapter 3 – Demand Forecasting and Planning	3.1 Demand forecasting, analysis, and demand management plan
11 — 12	<i>Class Test & Review</i>	
13 — 14	Chapter 3 – Demand Forecasting and Planning	3.2 Forecasting techniques: quantitative and qualitative
15 — 16		3.3 Forecasting accuracy
17 — 18	Chapter 4 – Strategic Supply Chain Planning	4.1 Competitive position and supply chain strategy;4.2 Achieving Strategic Fit
	<i>Mid-Term Exam</i>	
19 — 20	Chapter 4 – Strategic Supply Chain Planning	4.3 Expanding strategic scope
21 — 22	Chapter 5 – Capacity and supply planning	5.1 Capacity planning and supply management planning process
23 — 24		5.2 Supply planning: types (MRP, MRP-II, MPS, BOM, DDRP, ERP)
25 — 26		5.3 Supply planning in practice: sales and operations planning (S&OP);Integrated Business Planning (IBP)
27 — 28	<i>Case Study / Mathematical Exercise/Makeup/Specialized Session</i>	
29 — 30	Chapter 6 – Supply Chain Network Design	6.1 Supply chain network designing: factors, options
31 — 32		6.2 Types of distribution networks
33 — 34		6.3 Comparative performance of delivery network design
35 — 36	<i>Class Test & Review</i>	
	<i>Final Exam</i>	

Subject: 103 - Supply Chain Operations: Sourcing, Negotiation and Procurement**Full Marks: 100****Credits: 03****Session: 36**

Session No.	Chapter	Broad Topic
1 — 2	Chapter 1 – Introduction to Operations Management	1.1 Introduction to operations management: definition, scope, importance;1.2 Managerial Operations: as a process and as a business function
3 — 4		1.3 Operation and supply chain decisions
5 — 6	Chapter 2 – Supply Chain Drivers and Metrics	2.1 Drivers of supply chain performance: facilities, inventory, transportation, information, sourcing, pricing
7 — 8		2.2 Supply chain decision-making framework based on its drivers;2.3 Components for Driver-based decision and trade-offs
9 — 10	Chapter 3 – Sourcing	3.1 Sourcing, sourcing policies, strategic sourcing, segmenting the supply chain, Stages and Process of sourcing
11 — 12	Class Test & Review	
13 — 14	Chapter 3 – Sourcing	3.2 Factor affecting sourcing decisions: Total cost of ownership, categories of items (strategic, leverage, bottleneck, routine/commodity, payment terms, cash conversion cycle);3.3 Options and preferences: vertical integration (in-house), outsourcing, offshoring, global sourcing, e-sourcing
15 — 16		3.4 Supply base rationalization and Sourcing Management Maturity Model;3.5 Suppliers' Relationship Management (SRM): Supplier evaluation and rating, Suppliers Development strategy, making deeper relationships (becoming preferred/favorite buyer);3.6 Responsible sourcing and Risk management
17 — 18	Chapter 4 – Negotiation	4.1 Contract negotiation: Terms and stages;4.2 Styles, team, and skills for negotiation
	Mid-Term Exam	
19 — 20	Chapter 4 – Negotiation	4.3 Purchase price cost analysis (PPCA or Clean sheet) and Total cost of ownership (TCO) analysis for negotiation
21 — 22	Chapter 5 – Procurement and contract management	5.1 Principles of Procurement and Spend Analysis
23 — 24		5.2 Procurement Methods – EOI, SOW, RFI, RFQ, RFP, Tender
25 — 26		5.3 Tender evaluation and post-tender negotiation;5.4 Preparation of Contract: contract type and structure
27 — 28	Case Study / Mathematical Exercise/Makeup/Specialized Session	
29 — 30	Chapter 5 – Procurement and contract management	5.5 Contract Management and Conflict Resolution
31 — 32	Chapter 6 – Public Procurement	6.1 Overview of Public Procurement in Bangladesh;6.2 Standard Tender Documents (STD)
33 — 34		6.3 Public Procurement Process
35 — 36	Class Test & Review	
	Final Exam	

Subject: 104 - Financial Intelligence for Supply Chain and Contract Management**Full Marks: 100****Credits: 03****Session: 36**

Session No.	Chapter	Broad Topic
1 — 2	Chapter 1 – Introduction to Financial Management	1.1 Basics of Financial Concept and Management;1.2 Role of finance in supply chain
3 — 4		1.3 Overview of Financial Statements;1.4 Financial Decision-Making
5 — 6	Chapter 2 – Relevant Cost for Supply Chain Decision	2.1 Opportunity Cost and Managerial Decision;2.2 Manufacturing and Non-Manufacturing
7 — 8		2.3 Prime Cost and Conversion Cost;2.4 Cost of Goods Manufacturing and Cost of Goods Sold
9 — 10	Chapter 3 – Budget and Variation Analysis	3.1 Budget and Flexible Budgeting;3.2 Sales Budget and Forecasting
11 — 12	Class Test & Review	
13 — 14	Chapter 3 – Budget and Variation Analysis	3.3 Break-Even Analysis
15 — 16		3.4 CVP (Cost-Volume-Profit) Analysis
17 — 18	Chapter 4 – Financial Ratio for Supply Chain Monitoring	4.1 Traditional Classification: Revenue Statements, Balance Sheet, Composite Ratio;4.2 Functional Classification: Profitability, Turnover, Liquidity, Ownership
	Mid-Term Exam	
19 — 20	Chapter 4 – Financial Ratio for Supply Chain Monitoring	4.3 User Level Ratios: Management, Creditors, Shareholders;4.4 Use of Financial Ratios for Supply Chain Monitoring
21 — 22	Chapter 5 – Taxation and Financial Compliance	5.1 Definition, importance and types of taxes (income, corporate, VAT, etc.);5.2 Key tax authorities and regulations
23 — 24		5.3 VAT and Income Tax Principles;5.4 Corporate tax structures, tax obligations, and common tax deductions and credits
25 — 26		5.5 Strategies for tax optimization
27 — 28	Case Study / Mathematical Exercise/Makeup/Specialized Session	
29 — 30	Chapter 6 – Contract Management	6.1 Contract management fundamentals: Purpose, lifecycle stages, roles;6.2 Contract types (fixed-price, cost-plus, MPA, framework/blanket, MSAs, etc.)
31 — 32		6.3 Legal essentials of contract for non-lawyers: Offer/acceptance/consideration, authority, capacity;6.4 Boilerplate that matters: indemnity, limitation of liability, confidentiality, IP, governing law, dispute resolution, force majeure, assignment/novation
33 — 34		6.5 Commercial levers: Should-cost/market intel, multi-sourcing, volume/term trade-offs
35 — 36	Class Test & Review	
	Final Exam	

Subject: 105 - Managerial Skills for 21st Century**Full Marks: 100****Credits: 03****Session: 36**

Session No.	Chapter	Broad Topic
1 — 2	Chapter 1 – Business management skills	1.1 Introduction to Business Management Skills;1.2 Twenty-first (21st) century skills
3 — 4		1.3 Key Skills for Supply Chain Manager
5 — 6	Chapter 2 – Communication Skills	2.1 Business communication and managerial communication;2.2 Fundamentals of Business Writings
7 — 8		2.3 Basic pattern of business message
9 — 10	Chapter 3 – Report Preparation	3.1 Basic report writing;3.2 Short report and proposal writings
11 — 12	Class Test & Review	
13 — 14	Chapter 3 – Report Preparation	3.3 Long format reports with use of graphs
15 — 16		3.1 Basic report writing;3.2 Short report and proposal writings;3.3 Long format reports with use of graphs
17 — 18	Chapter 4 – Conducting meeting and presentation skills	4.1 Preparation and arrangement of meeting;4.2 Structuring information and preparation of presentation
	Mid-Term Exam	
19 — 20	Chapter 4 – Conducting meeting and presentation skills	4.3 Skills for public speaking
21 — 22	Chapter 5 – Leadership skills for managers	5.1 Leadership: definition, style and approach;5.2 Direction and motivation, personality and leadership, Goal Approach to leadership effectiveness
23 — 24		5.3 Transactional and Transformational Leadership
25 — 26		5.1 Leadership: definition, style and approach;5.2 Direction and motivation, personality and leadership, Goal Approach to leadership effectiveness;5.3 Transactional and Transformational Leadership
27 — 28	Case Study / Mathematical Exercise/Makeup/Specialized Session	
29 — 30	Chapter 6 – Other essential skills for supply chain managers	6.1 Analytical thinking and adaptability;6.2 Strategic planning, Problem-solving, and project management
31 — 32		6.3 Financial Intelligence, Risk Management and ICT (relevant software)
33 — 34		6.4 Critical thinking, collaboration and creativity
35 — 36	Class Test & Review	
	Final Exam	

Part II

Subject: 201 - International Trade and Commercial Management

Full Marks: 100

Credits: 03

Session: 36

Session No.	Chapter	Broad Topic
1 — 2	Chapter 1: Overview of International Trade	1.1 Terms of Trade and overview of international trade systems 1.3 Trade agreements and facilitations
3 — 4		1.2 Organizations involved in international trade
5 — 6		1.4 Import-export procedure / business models
7 — 8	Chapter 2: Commercial Management and Trade Documentation	2.1 Commercial management 2.2 Domestic/international trade documents
9 — 10		2.2 INCOTERMS 2.3 Commercial department/executive/manager responsibilities
11 — 12	<i>Class Test & Review</i>	
13 — 14	Chapter 3: Payment for Trade	3.1 Payment methods 3.2 LC definition and types
15 — 16		3.3–3.5 LC Operations and Cost Calculation
17 — 18	Chapter 4: Customs Procedure	4.1 Functions/objectives/services of Bangladesh Customs 4.2 Customs Act 1969
	<i>Mid-Term Exam</i>	
19 — 20	Chapter 4: Customs Procedure	4.3 Customs Assessment and Clearance
21 — 22		4.4 HS Code and Classification Rules 4.5 Tariffs, duties and taxes
23 — 24	Chapter 5: C&F Agents and Shipping Agents	5.1 C&F agents 5.2 Shipping agents
25 — 26		5.3 Insurers and 5.4 Other Stakeholders
27 — 28	<i>Case Study / Mathematical Exercise/Makeup/Specialized Session</i>	
29 — 30	Chapter 6: Government Policy and Related Issues	6.1 Legal framework for international trade in Bangladesh
31 — 32		6.2 Bonded Warehouse System & Bond License Rules
33 — 34		6.3 Trade Incentives + Integrated Review
35 — 36	<i>Class Test & Review</i>	
	<i>Final Exam</i>	

Subject: 202 - Logistics and Transportation: Inventory, Warehousing & Distribution**Full Marks: 100****Credits: 03****Session: 36**

Session No.	Chapter	Broad Topic
1 — 2	Chapter 1 – Overview of Material Management	1.1 Material Management: Definition, Scope, Flow & Function 1.2 Material Control Objectives & Process
3 — 4		1.3 Materials Planning & Control; 1.4 MRP, MPS, BOM
5 — 6	Chapter 2 – Logistics Management	2.1 Definition, Objectives, Activities, Functions & Classification 2.2 Scope & Key Components
7 — 8		2.3 Logistics Planning (Triangle); 2.4 Drivers of Supply Chain & Logistics
9 — 10		2.5 Reverse Logistics; 2.6 Stakeholders & Strategic Role
11 — 12	Class Test & Review	
13 — 14	Chapter 3 – Inventory Management	3.1 Inventory Types, Stages, Techniques & Strategy 3.2 Inventory Planning & Analysis: Stock Taking, Safety Stock
15 — 16		3.3 Inventory Accounting & Auditing; 3.4 VMI & CMI
17 — 18	Chapter 4 – Warehouse Management	4.1 Warehouse: Types, Functions, Objectives & Layout Plan
	Mid-Term Exam	
19 — 20	Chapter 4 – Warehouse Management	4.2 Stock Management Receiving, Storing, Issuing, Replenishment & JIT
21 — 22		4.3 Materials Handling Equipment; 4.4 Special Aspects; 4.5 Safety & Greening
23 — 24	Chapter 5 – Transportation	5.1 Types & Modes, Preference, Factors, 1PL–5PL
25 — 26		5.2 Key Components; 5.3 Maritime Transport & Shipping
27 — 28	Case Study / Mathematical Exercise/Makeup/Specialized Session	
29 — 30	Chapter 5 – Transportation	5.4 TMS; 5.5 Effective Transportation Strategies; 5.6 Challenges & Sustainability
31 — 32	Chapter 6 – Distribution Management	6.1 Channel Management & Intermediaries; 6.2 DRP; 6.3 Distribution Network Design
33 — 34		6.4 Last-Mile Distribution & Performance Measurement + integrated course application
35 — 36	Class Test & Review	
	Final Exam	

Subject: 203 - Supply Chain Analytics**Full Marks: 100****Credits: 03****Session: 36**

Session No.	Chapter	Broad Topic
1 — 2	Chapter 1 – Foundation	1.1 Introduction to Supply Chain Analytics
3 — 4		1.2 Supply Chain Data Landscape
5 — 6	Chapter 2 – Descriptive & Diagnostic Analytics	2.1 Key Supply Chain KPIs
7 — 8		2.2 Inventory Analytics
9 — 10	Chapter 3 – Predictive Analytics & Operational Applications	3.1 Demand & Forecast Analytics
11 — 12	<i>Class Test & Review</i>	
13 — 14	Chapter 3 – Predictive Analytics & Operational Applications	3.1 Demand & Forecast Analytics (continued)
15 — 16		3.2 Logistics & Distribution Analytics 3.3 Supplier & Procurement Analytics – introduction
17 — 18		3.3 Supplier & Procurement Analytics
	<i>Mid-Term Exam</i>	
19 — 20	Chapter 4 – Strategic Applications & Decision Making	4.1 Risk & Resilience Analytics
21 — 22		4.2 Analytics for SCM Decision Making
23 — 24		4.2 Analytics for SCM Decision Making (continued)
25 — 26	Chapter 5 – Strategic Applications & Decision Making	5.1 Digital Supply Chain & Future Trends
27 — 28	<i>Case Study / Mathematical Exercise/Makeup/Specialized Session</i>	
29 — 30	Chapter 5 – Strategic Applications & Decision Making	5.1 Digital Supply Chain & Future Trends (continued)
31 — 32	Chapter 6 – ERP Software	6.1 ERP Software Demonstration
33 — 34		6.1 ERP Software Demonstration + Integrated Supply Chain Analytics Application
35 — 36	<i>Class Test & Review</i>	
	<i>Final Exam</i>	

Subject: 204 - Customer-centrism in Supply Chain: CRM and Demand Fulfillment**Full Marks: 100****Credits: 03****Session: 36**

Session No.	Chapter	Broad Topic
1 — 2	Chapter 1 – Introduction to Customer-centrism	1.1 Customer, customer service & customer experience: meaning and evolution
3 — 4		1.2 Customer-centrism: definition, characteristics, significance & implications 1.3 Customer-centric mindset & values
5 — 6	Chapter 2 – Customer-Centric Supply Chain Planning	2.1 The customer-centric supply chain
7 — 8		2.2 Strategic imperative: Segmentation, Targeting & Positioning
9 — 10		2.3 Building a customer-centric supply chain: demand forecasting to demand fulfilment
11 — 12	<i>Class Test & Review</i>	
13 — 14	Chapter 2 – Customer-Centric Supply Chain Planning	2.4 Prioritization: quick wins vs strategic building blocks
15 — 16	Chapter 3 – Design & Development of Service Blueprint	3.1 Customer journey touchpoints; 3.2 Process mapping; 3.3 Linking blueprint to SCM
17 — 18	Chapter 4 – CRM	4.1 Rethinking systems in customer-centric organizations 4.2 Importance of CRM in SCM
	<i>Mid-Term Exam</i>	
19 — 20	Chapter 4 – CRM	4.3 Key elements of customer-centric CRM and contribution to SCM
21 — 22		4.4 Advanced technology in CRM; 4.5 Customer satisfaction metrics & supply-chain responsiveness
23 — 24	Chapter 5 – Developing Customer-Centric Service Culture	5.1 Nature of customer/client-centric culture
25 — 26		5.2 Building customer-centric culture; 5.3 Impact on SCM performance
27 — 28	<i>Case Study / Mathematical Exercise/Makeup/Specialized Session</i>	
29 — 30	Chapter 6 – Assessment & Control of Customer-centricity	6.1 Systems, metrics & flows to monitor
31 — 32		6.2 Customer-centric strategy, profitability & shareholder value
33 — 34		6.3 IT & Customer Lifetime Value + Integrated Course Review
35 — 36	<i>Class Test & Review</i>	
	<i>Final Exam</i>	

Subject: 205 - Supply Chain Sustainability: Risk and Performance**Full Marks: 100****Credits: 03****Session: 36**

Session No.	Chapter	Broad Topic
1 — 2	Ch. 1 – Supply Chain Risk Analysis	1.1 Nature and types of risks
3 — 4		1.2 Key risk drivers and risk spiral
5 — 6		1.3 Risk Index & Risk Matrix; 1.4 Risk Assessment
7 — 8	Ch. 2 – Supply Chain Risk Management	2.1 Strategies; 2.2 Failure Mode Analysis
9 — 10		2.3 Supply Chain Resilience: Ripple Effects; 2.4 Structural/Dynamic Methods & Third-Party Risk
11 — 12	<i>Class Test & Review</i>	
13 — 14	Ch. 3 – Performance Measures	3.1 Traditional vs. Supply Chain-focused; 3.2 Performance Measurement Systems
15 — 16		3.3 Balanced Scorecard; 3.4 SCOR Model
17 — 18	Ch. 4 – Supply Chain Performance & Process Improvement	4.1 PDCA, Lean, VSM, KANBAN
	<i>Mid-Term Exam</i>	
19 — 20	Ch. 4 – Supply Chain Performance & Process Improvement	4.1 Six Sigma/DMAIC; 4.2 Pareto & Fishbone
21 — 22		4.3 Statistical Process Control
23 — 24	Ch. 5 – Sustainability & Circularity	5.1 Sustainability, ethics & obligations; 5.2 Corporate sustainability management
25 — 26		5.3 Traceability & Enforcement; 5.4 Circularity
27 — 28	<i>Case Study / Mathematical Exercise/Makeup/Specialized Session</i>	
29 — 30	Ch. 5 – Sustainability & Circularity	5.5 ESG & its impact on supply chains
31 — 32	Ch. 6 – Predicting the Future of SCM	6.1 Industrial Revolution & Technological Embrace
33 — 34		6.2 Ethical & Political Dynamics; 6.3 Philosophical influence & interpretation
35 — 36	<i>Class Test & Review</i>	
	<i>Final Exam</i>	

Subject: Term Paper

Full Marks: 100

Credits: 03

	Marks
Term Paper Proposal	25
Term Paper Presentation	25
Term Paper Evaluation	50

Subject: Viva Voce

Full Marks: 50

Credits: 1.5