ZENITH STUDY HUB

Business Marketing

UNIT III | CUSTOMER INTERACTIONS

Communication, portfolios and key accounts

SPPU TE Robotics & Automation | Business Marketing | 2024 Pattern

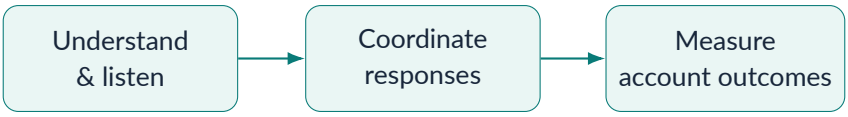

Figure 1. Original conceptual overview: a relationship improves only when the supplier listens, acts and checks outcomes.

How this guide was sourced
The official two-page SPPU Business Marketing syllabus gives Unit III five topic areas. The connected Drive lecture PDF *Unit 3_Effective Customer Interactions* was read in full. The explanations below are expanded using original hypothetical engineering examples. Supplementary sources include the IIT Roorkee NPTEL course, academic industrial-network research and B2B customer-journey literature. Performance percentages in the source slides that lack a clearly defined study are not treated as facts.

Learning review edition | 21 November 2026 **Teaching allocation:** 8 hours

Official Syllabus and Study Roadmap

Unit III official topic	Guide content and learning outcome
Communicating and interacting with customers	Listening, discovery, stakeholder roles, technical communication, response protocols
Market communication	Objectives, audiences, public and direct channels, messaging, evaluation
Relationship communication	Two-way interaction, service loops, QBRs, feedback and trust
Relationship portfolios	Value, potential, risk, prioritization and portfolio matrix
Key account management	Cross-functional account teams, governance, account plans and metrics

Content corrections to the college slides
The source makes sweeping claims that relationship marketing always increases customer lifetime value or that existing accounts have a particular fixed sales-close advantage. Such outcomes depend on market, measurement and service quality. Social platforms listed casually in the slides are not all appropriate B2B communication channels. This guide emphasizes channel fit, measurable outcomes and testable assumptions.

1 Communicating and Interacting with Customers

1.1 Communication solves a business problem

Industrial communication should connect a supplier's technical capabilities to the buyer's actual operational requirements. In a robotics project, the supplier may need to coordinate engineering specifications, procurement contracts, safety constraints, commissioning schedules and after-sales maintenance. Every conversation should make the next decision clearer.

In simple language
The best response to "Your inspection cell keeps rejecting good components" is not an immediate sales pitch. First define the defect rule, inspect sample images, check lighting and threshold settings, and agree on a test of the proposed fix.

1.2 Active listening and requirement confirmation

Listen without interrupting, ask open questions, restate the client's actual problem, separate observed facts from proposed causes and confirm acceptance conditions in writing. Useful questions include: "When did the fault start?", "What operating conditions changed?", "What counts as a failed part?", and "Who approves the solution?"

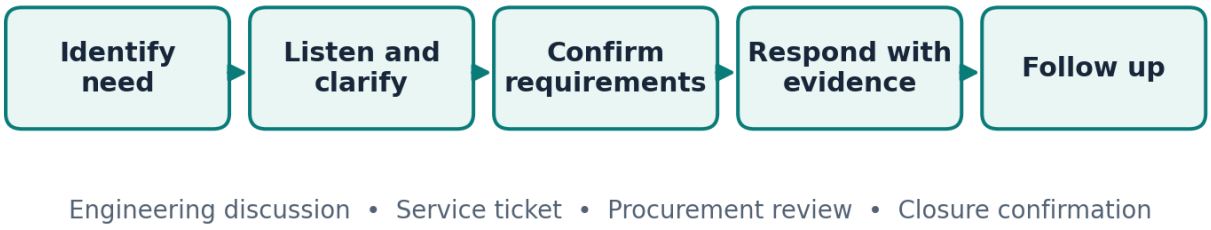

Figure 2. Original industrial interaction sequence. Communication is connected to evidence, responsibilities and follow-through.

1.3 Communicating with multiple stakeholders

A production manager may care about downtime; a quality engineer about false rejection and traceability; a maintenance engineer about spares and fault recovery; procurement about warranty and supplier terms; and finance about total cost. Consistent information can be tailored to different roles without altering the test results or concealing known limitations.

Hypothetical robotic welding cell
Engineering asks for robot reach, cycle-time assumptions and repeatability. Quality wants documented weld inspection results. Operations wants start-up and recovery procedures. The commercial contact wants lead time, warranty and training terms. The seller should maintain one agreed configuration baseline so stakeholders do not receive contradictory specifications.

1.4 Channel selection and documentation

Email is useful for tracked decisions, documents and formal change approval. Phone/video conversations help resolve ambiguity quickly. Site visits and demonstrations may be essential for acceptance testing. Secure portals allow version-controlled technical artifacts. The correct channel depends on confidentiality, urgency, accessibility, recordkeeping and customer preferences; using every channel is not automatically effective.

1.5 Handling complaints professionally

First acknowledge the concern, record an objective problem description, identify a responsible owner and escalation rule, agree on temporary containment where necessary, investigate root cause, implement the proposed action and verify effectiveness with the customer. A fast initial reply is useful, but it is not equivalent to resolving the defect.

Worked numerical 1: documented response compliance
In an illustrative month, a service team receives 80 technical tickets. It sends the *first substantive reply* within the mutually agreed time for 72 tickets. The reported first-reply compliance is $72/80 \times 100 = \boxed{90\%}$.
This does not mean 90% of problems were resolved, no tickets were reopened, or the customer was satisfied. Define the response clock, holidays, priorities and exclusions before applying a real KPI.

1.6 Five communication errors to avoid

Do not promise untested accuracy; do not replace technical evidence with adjectives; do not share confidential customer diagrams without permission; do

not rely on a verbal version of an engineering change; and do not confuse a closed CRM ticket with an accepted corrective action.

Check your understanding
A customer asks if a robot is "100% safe." Draft a response that distinguishes safety risk assessment and intended-use compliance from marketing guarantees.

2 Market Communication

2.1 Communicating to a market versus one existing account

Market communication addresses a broader set of potential buyers and influencers: for example, an industry trade event, technical article, webinar, educational white paper or targeted campaign. The aim may be awareness, credibility, useful education or qualified enquiries. *Relationship communication* is more account-specific and two-way. They may use the same channels but differ in purpose and content.

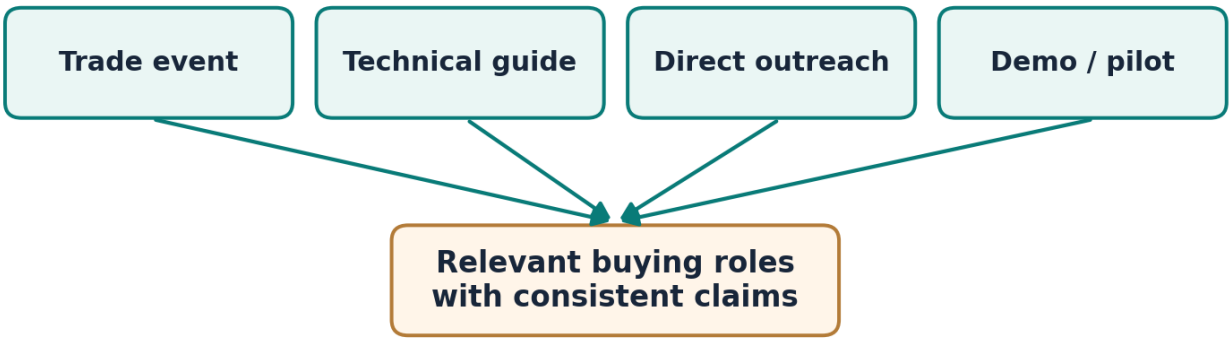

Figure 3. Original illustration of coordinated B2B channels feeding a consistent, technically supported message.

2.2 An integrated communication process

1. Define the audience: target industries, application types and buying roles.
2. Set the objective: e.g., qualified demonstration requests rather than vaguely

"more engagement."

3. Specify the message: what practical problem can be solved, under what conditions, with what evidence?
4. Choose channels suitable for information depth, budget and stakeholder access.
5. Prepare consistent technical, price and risk statements.
6. Measure relevant outcomes and revise based on observed evidence.

2.3 Common channels and limitations

Technical guides and case studies can explain test conditions and outcomes. **Trade shows and demonstrations** can make complex automation capabilities concrete. **Professional networks and targeted digital campaigns** may reach stakeholders but require clear targeting and consent-aware practices. **Public relations** can explain company news and safety initiatives but should not be mistaken for independent engineering certification. **Direct outreach** should be relevant, honest and compliant with applicable communication rules.

2.4 Marketing message anatomy

A clear B2B message can contain a defined process problem, the proposed solution, technical conditions, measured evidence and a limited call to action. Example: "For metal-part inspection on lines operating under specified lighting conditions, this pilot measures the false-reject rate and accepted throughput before any production deployment decision." Avoid inventing guaranteed savings or presenting a pilot as a proven product-wide result.

Worked numerical 2: funnel arithmetic
A fictional technical webinar invites 600 verified contacts. Suppose 180 register, 120 attend, 30 request further information and 12 complete a qualified needs interview. Invitation-to-registration rate $= 180/600 = \boxed{30\%}$. Attendance rate among registrants $= 120/180 = \boxed{66.67\%}$. Qualified-interview rate among attendees $= 12/120 = \boxed{10\%}$.
These are distinct stages and denominators. None demonstrates resulting sales, profit or long-term retention.

2.5 A simple A/B message test

For two alternative subject lines, randomly split consenting contacts into comparable groups and define the outcome in advance (e.g., qualified demo requests). Compare actual outcomes with sample sizes and uncertainty. Do not conclude that one message is superior because of one extra click in a tiny nonrandomized sample.

3 Relationship Communication

3.1 A two-way, ongoing exchange

Relationship communication maintains mutual understanding after the first sale or proposal. It includes change-control conversations, incident resolution, performance reviews, product training, preventive service and feedback. Trust is earned through accurate commitments and consistent behavior rather than frequent promotional messages.

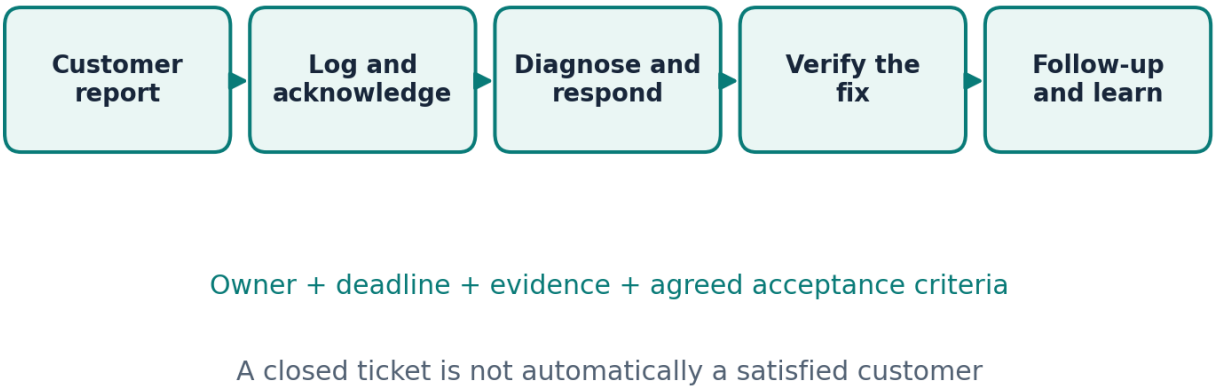

Figure 4. Original complaint and feedback cycle. Explicit verification prevents unresolved technical issues from being treated as closed.

3.2 From inquiry to reliable support

Inquiry: establish scope and acceptance needs. **Delivery:** communicate schedule and changes. **Commissioning:** document tests and acceptance. **Operations:** coordinate service, updates and spare parts. **Renewal:** compare actual outcomes with expectations and investigate improvements. A buyer's relationship can deteriorate if a supplier treats the sale as the end of its commitments.

3.3 Quarterly business reviews (QBRs)

A QBR is a structured account discussion that can review agreed KPIs, major incidents, joint opportunities, delivery performance, costs, risks and action owners. A quarterly schedule is common but not mandatory: critical accounts may need more frequent operational meetings, while others may need less.

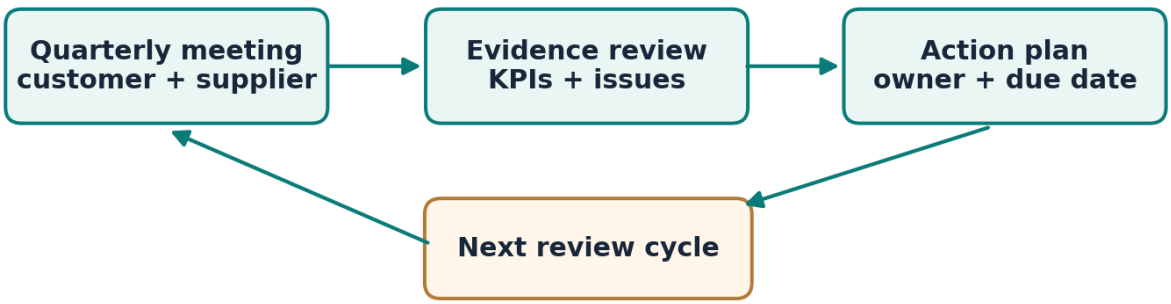

Figure 5. Original recurring review structure: evidence, accountable actions and customer confirmation.

3.4 Feedback measures: useful but limited

Customer satisfaction surveys, renewal outcomes, issue-resolution measures and interviews can identify patterns. A net promoter score (NPS) is defined as the percentage of promoters minus the percentage of detractors under its usual 0–10 response categories. It is *not* a direct measure of realized loyalty, product safety or account profitability.

Worked numerical 3: NPS
A hypothetical survey has 40 promoters, 35 passives and 25 detractors among 100 valid responses. NPS $= 40\% - 25\% = \boxed{+15}$ *points*. Write *+15 points*, not "15% retention." Check response bias and the number of firms represented before inferring an overall customer trend.

3.5 Complaint analysis with a response plan

Suppose a client reports high false-rejects after a lighting retrofit. The account manager acknowledges the impact, engineering reviews sample images and lighting measurements, service schedules an agreed pilot fix and quality validates the outcomes on a representative sample. The manager reports the completion evidence and any remaining uncertainty. Neither polite wording nor a quick call alone resolves an engineering failure.

4 Relationship Portfolios

4.1 What a portfolio helps a supplier decide

A relationship portfolio considers the value, strategic importance, potential, service needs and risk of a set of customer accounts. Treating all accounts identically may waste scarce expert resources; ranking accounts by immediate revenue alone can overlook strategic importance or future needs. Portfolio categories support planning, but every customer should receive the agreed contractual and ethical minimum service.

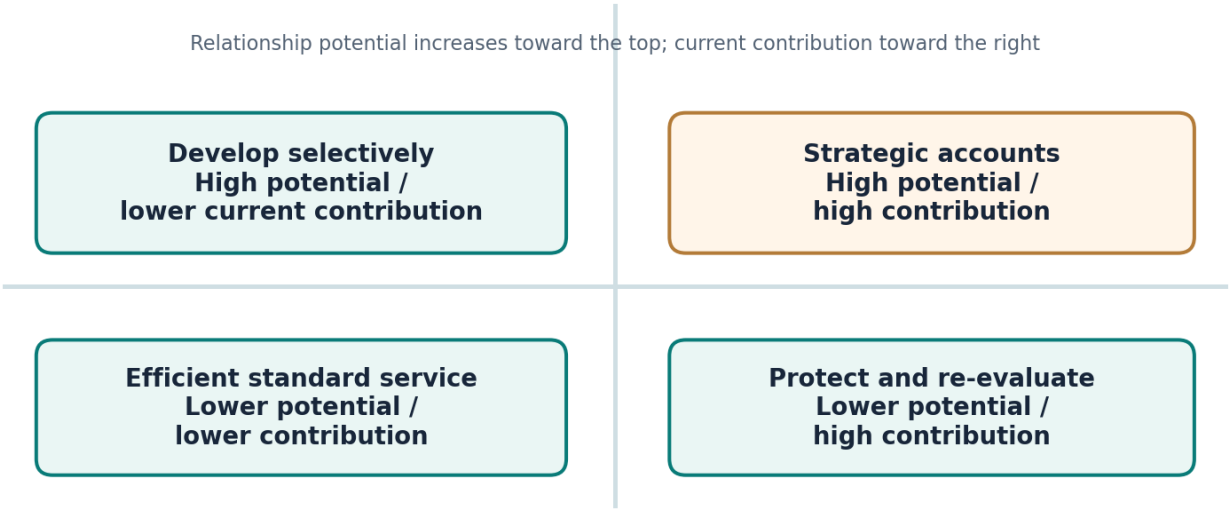

Figure 6. Original illustrative 2-by-2 portfolio. Axes and categories require company-specific definitions and data.

4.2 Four example categories and appropriate actions

Strategic accounts: high current contribution and high future potential; coordinate joint planning and appropriate cross-functional support. **Develop selectively:** high potential but relatively low current contribution; test opportunities before committing major resources. **Protect and re-evaluate:** large existing contribution with lower future potential; maintain service while assessing concentration and renewal risks. **Efficient standard service:** lower contribution and potential; provide dependable scalable service and avoid unnecessary bespoke commitments.

Important guardrail
A matrix is not permission to discriminate, breach service contracts, conceal defects or deny safety-critical support. It helps prioritize additional discretionary engagement, not basic responsibilities.

4.3 Value, growth potential and concentration risk

Revenue, contribution, support cost, future integration demand and supplier-dependence risk can be useful inputs. Define the horizon and discounting method when estimating future value. A large customer may have high revenue but low contribution due to intensive custom support.

Worked numerical 4: account contribution
An illustrative integrator supplies one account with yearly revenue of ₹50 lakh. Assume direct product costs of ₹36 lakh and account-specific service costs of ₹4 lakh. A simple contribution after these costs is $50 - 36 - 4 = \boxed{10}$ lakh, or $10/50 = \boxed{20\%}$ of revenue. This is *not* the firm's net profit: overhead, financing, taxes and other relevant costs have not been included.

4.4 A portfolio review is dynamic

An account's risk or potential can change after a plant expansion, repeated downtime, quality incident or new procurement strategy. Review categories

periodically with the sales, technical, service and finance teams. Ensure confidential customer information is available only to authorized staff.

5 Key Account Management (KAM)

5.1 A deliberate, organization-wide approach

Key Account Management assigns structured attention to customers whose strategic importance justifies coordinated planning. A KAM program typically has an accountable manager and support from engineering, service, commercial and sometimes legal or security teams. A single personal relationship is fragile if no team process exists.



Figure 7. Original conceptual KAM team. Functional roles are tailored to account requirements.

5.2 Core elements of a useful account plan

1. **Account profile:** current operations, needs, installed equipment, decision roles and relevant contract boundaries.
2. **Joint goals:** measurable outcomes the buyer and supplier recognize, not just vendor sales targets.
3. **Operational risks:** downtime, spare-part lead time, cyber/data issues, capacity and continuity concerns.
4. **Engagement plan:** named contacts, required meetings, escalation routes

and technical reviews.

5. **Action tracker:** issue, owner, due date, evidence and approval status.
6. **Outcome review:** agreed KPIs, customer feedback and changes needed for next period.

5.3 Metric selection and denominator discipline

On-time delivery, accepted-quality shipments, issue closure, contract renewals, equipment availability and response time are possible KPIs. Each needs a unit, sampling period, exclusions, baseline and owner. A marketing team should not claim customer success from higher meeting frequency alone.

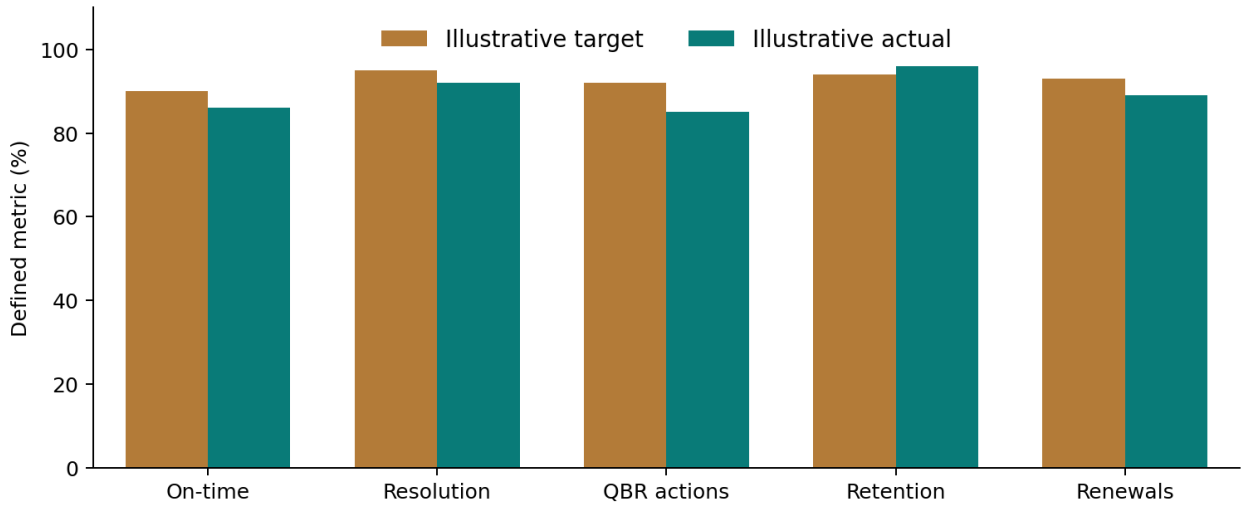

Figure 8. Original hypothetical account-review chart. Values are fabricated to teach presentation of target versus observed performance.

Worked numerical 5: contract renewal rate
Suppose 30 customer contracts were eligible to renew this year and 24 renewed under a specified definition. Renewal rate $= 24/30 \times 100 = \boxed{80\%}$. If 4 accounts have not yet decided, they should not be silently counted as cancellations or renewals; first define the denominator and reporting cutoff.

5.4 Risk management and account dependence

If one account generates 65% of a supplier's income, a pricing or plant-location change may create material concentration risk. KAM should protect the rela-

tionship without hiding the exposure; strategic planning may include diversified accounts, clear contract terms and contingency capacity.

5.5 A realistic QBR agenda for a robot integrator

Illustrative 60-minute review
10 minutes: agreed production objectives and safety/open issues. 15 minutes: uptime and quality metrics with test conditions. 15 minutes: unresolved service cases and corrective actions. 10 minutes: proposed engineering changes and commercial impacts. 10 minutes: owners, deadlines, written decisions and next review.

Check your understanding
Your customer says “The robot installation was delivered on time but did not meet the acceptance target.” Which metric is satisfied? Which outcome is not? Draft the account manager’s next three actions.

6 Integrated Exam Preparation

6.1 Five core contrasts

Concept pair	Core distinction
Market / relationship communication	Broader audience awareness versus ongoing account-specific dialogue
Listening / responding	Understanding a problem versus taking an action on it
Response / resolution KPI	Speed of acknowledging a case versus verified correction
Portfolio / key account plan	Classification across customers versus actions for a selected customer
Revenue / contribution	Sales billed versus the amount remaining after specified direct costs

6.2 Exam questions with short answer cues

1. Define customer communication and explain active listening with a factory example.
2. Explain how B2B market communication differs from relationship communication.
3. Describe a suitable industrial complaint handling process.

4. State the five stages of an integrated market communication plan.
5. What is a relationship portfolio and how is it maintained?
6. Explain the dimensions of a relationship portfolio matrix.
7. Define KAM, list team functions and describe an account plan.
8. Explain quarterly business reviews with a diagram.
9. Differentiate first-reply and issue-resolution metrics.
10. Compute a renewal rate from valid eligible contracts.

Five-Topic Exam Revision Map

Customer interaction: listen, clarify, record, respond and verify.
Market communication: define buyer group, message, channels and outcome.
Relationship communication: keep two-way dialogue, feedback and trust grounded in evidence.
Relationship portfolios: classify account value, potential and risk; honor minimum commitments.
Key account management: assign a cross-functional team, objectives, action owners and measurable reviews.

Source Ledger and Review Boundaries

Course material actually read: supplied official SPPU Business Marketing syllabus (Unit III; 8 hours), and the complete extracted text of the connected Drive college PDF *Unit 3_Effective Customer Interactions*.

Cross-check sources: IIT Roorkee NPTEL Business to Business Marketing, https://nptel.ac.in/courses/110107168; IMP industrial networks review https://link.springer.com/article/10.1007/s43039-024-00096-5; Gartner public buyer-journey summaries https://www.gartner.com/en/documents/5083031.

Boundaries: All numericals, diagrams, account names and monthly/annual metrics are constructed teaching examples. Neither customer satisfaction, revenue improvement nor account retention is guaranteed. The PDF is not a substitute for customer agreements, engineering qualification, data governance or independent academic editorial approval.

ZENITH STUDY HUB

BUSINESS MARKETING | UNIT III

Syllabus-derived exam practice — Review supplement

SPPU TE Robotics & Automation | 2024 Pattern | Unit III: 8 teaching hours

Important provenance: The available departmental BM question bank contains Units I and II, not Unit III. Questions in this supplement are original practice questions inferred from the five official Unit III syllabus topics; they must not be presented as official SPPU or college past-paper questions.

Five syllabus topics

- Communicating and Interacting with Customers
- Market Communication
- Relationship Communication
- Relationship Portfolios
- Key Account Management (KAM)

Document relationship

This supplement is designed to accompany, not replace, the existing 14-page Zenith Unit III revision. It adds structured, exam-writable answers and an integrated robotics example. The existing guide already covers concepts, communication cycles, portfolio models, and KPI calculations.

How to write an 8/9-mark answer

Begin with a one-sentence definition. Add a labelled process, table or diagram, develop 5–7 distinct steps or considerations, connect the answer to a robotics and automation situation, and finish with a relevant conclusion. Marks depend on the actual examination rubric; no mark allocation is presumed here.

Scope of examples

All cases and figures are hypothetical teaching scenarios. No supplier performance, customer satisfaction or revenue claims are about actual companies.

Practice 1 — Customer communication and interaction

Question: Explain how a robotics supplier should communicate and interact effectively with an industrial customer during specification, delivery and after-sales service.

Definition

Customer interaction is the structured exchange of requirements, information, decisions and feedback between an organization and its customers. Effective interaction is two-way and must support accurate understanding and action.

Seven-stage interaction process

• Identify stakeholders: differentiate production users, quality engineers, maintenance, procurement and management.

• Listen and diagnose: understand process constraints, not only the customer’s requested product.

• Confirm requirements: document payload, cycle time, interfaces, expected reliability, training and service needs.

• Select channels: use engineering meetings for design decisions, written change records for specifications and agreed escalation paths for urgent faults.

• Provide evidence: communicate dated drawings, trial reports, acceptance criteria and limitations, rather than unsourced promises.

• Record responsibilities: assign owners, deadlines, approval authority and change-control rules.

• Close the loop: verify customer acceptance and collect feedback to improve support and future delivery.

Example

A factory orders a robotic welding cell. Production asks for throughput, quality asks for repeatability, maintenance asks for diagnostics, and procurement needs warranty terms. A joint requirements register and recorded acceptance tests prevent one team’s informal promise from becoming an unsupported contractual claim.

Conclusion

Effective customer interaction reduces misunderstanding, strengthens coordination and supports informed purchase and operational decisions.

Practice 2 — Market communication

Question: Design an effective market communication plan for a company introducing an industrial machine-vision inspection solution.

Meaning and objectives

Market communication informs and persuades a defined buyer market about an offering through coordinated messages and channels. It should be designed around a measurable objective, not simply advertising volume.

Five-step communication plan

• Audience: identify manufacturers with verified inspection needs; distinguish technical users, engineering evaluators and commercial buyers.

• Objective: seek qualified technical inquiries or agreed demonstrations, not meaningless impressions alone.

• Message: explain the buyer problem, solution scope, performance test conditions, interoperability and service evidence.

• Channels: combine technical webinars, industrial exhibitions, approved case studies, product documentation, direct account conversations and distributor/integrator outreach as suitable.

• Evaluation: track eligible audience, qualified inquiry conversion, demo requests, proposal quality and feedback using consistent denominators.

Suggested communication pathway

Defined buyer segment → useful technical message → selected channels → inquiry and qualification → demonstration → feedback → revised message.

Example and safeguards

A vision vendor may invite plant quality managers to a demonstration showing false-reject measurement and operating conditions. Its campaign should not guarantee “100% accuracy” or publicly disclose customer plant images without permission. An A/B comparison is useful only when segments, exposure and measurement definitions are sufficiently comparable.

Conclusion

Well-designed market communication creates relevant, evidence-based awareness and links marketing activity to measurable buyer understanding.

Practice 3 — Relationship communication

Question: Explain relationship communication and design a complaint-handling process for an automation supplier.

Meaning

Relationship communication is the ongoing two-way exchange that helps supplier and customer coordinate expectations, resolve problems, maintain trust and identify improvements throughout the business relationship.

Complaint-resolution cycle

• Receive and acknowledge: record customer issue, urgency, affected equipment and contact.

• Classify severity: determine impact, scope and required escalation under the contract.

• Diagnose with evidence: inspect logs, work orders and reproduction conditions with authorized technical staff.

• Agree remedy: identify corrective action, owner, customer coordination and target response.

• Communicate progress: provide factual updates at agreed intervals; distinguish provisional and confirmed findings.

• Verify outcome: test the remedy with the customer using defined acceptance criteria.

• Prevent recurrence: review root causes, update instructions and close action items.

Use of structured reviews

Quarterly business reviews can examine delivery reliability, unresolved incidents, training needs, change requests and improvement commitments. They should document decisions rather than merely count meetings.

Illustrative response metrics

First-response time measures the interval to the initial response, while resolution time measures the interval until an agreed closure condition. Their medians and service-level achievement rates should specify the clock start, exclusions and reporting window.

Conclusion

Consistent relationship communication combines responsiveness with accountability and customer-confirmed issue closure.

Practice 4 — Relationship portfolios

Question: Explain relationship portfolio management and show how a robotics supplier could prioritize different customer accounts.

Meaning

A relationship portfolio is a structured view of the supplier's set of customer relationships, classified by relevant value, development potential, service requirements and risk. It supports resource allocation; it does not justify ignoring contractual commitments to smaller customers.

Illustrative 2 × 2 matrix

Account potential	High current value	Low current value
High future potential	Protect and co-develop	Selective investment / validate growth
Low future potential	Serve efficiently; manage dependence	Standardize; maintain fair support

The categories are analytical teaching examples, not fixed universal names. A customer's position depends on the defined observation period and reliable account evidence.

Review factors

• Economic: contribution after cost-to-serve, renewal prospects and payment risk.

• Technical: degree of co-design, installed base, compatibility and support complexity.

• Strategic: relevant reference value, technology development and access to new use cases.

• Risk: revenue concentration, changing customer requirements, unresolved quality or contractual disputes.

• Governance: update classifications periodically; check decisions against service duties and fair dealing.

Example

A long-term automotive OEM account has a large installed robot base but rising support costs; a smaller machine builder may have strong future modular-integration opportunities. Portfolio management compares both cases using contribution, capacity and uncertainty, not revenue alone.

Conclusion

Portfolio analysis helps align relationship investment with documented present and future value while controlling over-dependence.

Practice 5 — Key Account Management

Question: Explain Key Account Management (KAM), its organizational structure and the preparation of an account plan for a major industrial automation customer.

Definition

KAM is a coordinated, long-term approach to managing selected strategically important customers through cross-functional service, relationship planning and measured performance.

Key account plan

• Account profile: map business units, production sites, current machines and decision stakeholders.

• Mutual objectives: agree customer operational priorities and realistic commercial outcomes.

• Cross-functional team: connect account manager, applications engineering, service, supply chain, finance and quality.

• Relationship map: specify sponsor, users, procurement interface and escalation authority.

• Value and risk analysis: assess lifecycle value, service commitments, concentration and competing demands.

• Execution plan: record actions, accountable owners, milestones, resources and review dates.

• Measurement: define delivery, accepted-quality, contract renewal and service KPIs together with customer-approved evidence.

Selected KPIs and caution

KPI	Definition / interpretation
Renewal rate	Renewed eligible contracts ÷ eligible contracts × 100; set cutoff
Issue closure rate	Issues closed under agreed criteria ÷ eligible issues × 100
On-time-in-full	Deliveries meeting both contractual timing and completeness ÷ eligible deliveries × 100

Worked example

If 24 of 30 contracts eligible for renewal have renewed at the agreed reporting cutoff, the rate is 24 ÷ 30 × 100 = 80%. Pending decisions must be handled under the declared eligibility and cutoff rules, not silently treated as lost.

Conclusion

KAM connects strategic account objectives with engineering delivery, commercial commitments, service reliability and continuous review.

Integrated case and last-page revision

Original practice case: A hypothetical factory purchases a machine-vision inspection cell. Early demonstrations succeed, but commissioning is delayed, operators report false rejections and the supplier’s sales and service teams give inconsistent updates.

Integrated model answer

• Customer interaction: assemble plant, quality and service stakeholders to agree what failed and document acceptance criteria.

• Market communication: correct any promotional statements that exceed evidence from the demonstration.

• Relationship communication: register incidents, assign owners and agree updates and verified closure.

• Portfolio: review account potential and support burden without neglecting agreed service obligations.

• KAM: assign a cross-functional account team, action plan, escalation authority and joint performance review.

Self-test prompts

• Draw a customer-interaction cycle with feedback.

• Distinguish market communication from relationship communication.

• Explain how a relationship portfolio guides account prioritization.

• Draw an account portfolio matrix and state what each axis measures.

• Describe seven components of a KAM account plan.

• Explain first-response time versus resolution time.

• Compute a renewal rate when 24 of 30 eligible contracts renew.

• Apply all five Unit III syllabus topics to the case above.

Source and publication boundaries

Authoritative course scope: provided two-page SPPU Business Marketing syllabus, Unit III, five official topics and 8 teaching hours. Baseline: existing 14-page Zenith BM Unit III v1. Question provenance: the provided department question bank covers Units I–II only; these eight self-test prompts and five model questions are original syllabus-based practice. All numbers and cases are pedagogical. Independent academic and figure inspection remain required.