

Customer-service judgment: applied practice: open practice pack

20 untimed questions across 4 authored sections.

Detail	Value
Pack	applied-practice-customer-service-judgement
Source	applied-practice
Pack version	v1
Worksheet items	20
Authored hints	0
Worked explanations	20

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Learner worksheet

Each item puts you in front of a customer and offers four responses. Choose the most effective, then read the explanation. It names the principle and shows what the most tempting alternative costs, usually in expectations you cannot meet later. Nothing here is timed.

Choose one answer for each item. On a judgement item, more than one option is often defensible. Pick the one you would rate most effective, then check the worked explanation for why the runner-up is weaker.

First contact and listening

Warm up on the opening minutes. Most service failures start with resolving something before it has been understood.

1. customer-service-judgement-applied-s01-q01

A customer opens with a long, angry account of what has gone wrong. Several details are relevant and several are not.

- A. Interrupt politely to get to the facts you need more quickly
- B. Let them finish, then summarise the problem back in your own words and confirm you have it right before acting
- C. Apologise straight away and offer a refund to settle it
- D. Transfer them to a supervisor

Your answer: _____

2. customer-service-judgement-applied-s01-q02

A customer describes a fault that does not match anything you have seen, and that you do not believe the product can do.

- A. Tell them plainly that what they are describing is not possible
- B. Offer a replacement so the call can be closed
- C. Ask specific questions about when it happens, what they were doing, and what they have already tried, and record the answers
- D. Escalate it to the technical team immediately

Your answer: _____

3. customer-service-judgement-applied-s01-q03

A customer asks you a direct question and you genuinely do not know the answer.

- A. Say you do not know, say what you will do to find out and by when, and then do it
- B. Give your best guess, clearly flagged as a guess
- C. Transfer them to another team without explanation
- D. Direct them to the website to look it up

Your answer: _____

4. customer-service-judgement-applied-s01-q04

A customer is upset about an outcome that was caused by something they did. They skipped a required step.

- A. Explain clearly that the problem was caused by their own error
- B. Put it right and say nothing about the cause
- C. Refer them to the relevant clause in the terms
- D. Acknowledge the frustration, put it right or explain the route to a fix, then explain without blame what caused it and how to avoid it next time

Your answer: _____

5. customer-service-judgement-applied-s01-q05

Two customers are waiting. The first has a complicated problem that will take twenty minutes; the second, who arrived after, has a question that takes a minute.

- A. Serve them strictly in the order they arrived
- B. Take the complex problem first, because it is the more serious one
- C. Acknowledge both, deal with the one-minute question first, and tell the other customer how long they will be waiting
- D. Ask a colleague to take both

Your answer: _____

Service recovery

Items about putting something right after it has gone wrong. Watch for options that trade a bigger second failure for a smaller first one.

6. customer-service-judgement-applied-s02-q01

Your organisation has caused a two-week delay to a customer's order.

- A. Explain in detail what went wrong internally so they understand it was unusual
- B. Open with an offer of compensation before discussing anything else
- C. Apologise repeatedly so they can see how seriously it is taken

- D. Apologise once and specifically, give the new date, and say what is being done to make it right

Your answer: _____

7. customer-service-judgement-applied-s02-q02

A customer asks for compensation well beyond what you are authorised to approve. Their complaint is legitimate.

- A. Tell them what you can do now, say that the larger request goes to someone who can decide it, and give a time by which they will hear
- B. Explain that the amount is not possible and close the matter
- C. Say you will see what you can do and try to get it approved
- D. Approve it anyway and explain to your manager afterwards

Your answer: _____

8. customer-service-judgement-applied-s02-q03

You have resolved a complaint and the customer sounds satisfied on the call.

- A. Close the case; the matter is finished
- B. Confirm in writing what was agreed and what happens next, then close the case
- C. Ask them to leave a positive review while they are happy
- D. Offer an additional discount to be certain they are satisfied

Your answer: _____

9. customer-service-judgement-applied-s02-q04

You notice you have handled eleven complaints this month about the same confusing step in the sign-up flow.

- A. Continue handling each one individually and well
- B. Write a template response so each one takes less time
- C. Keep handling each one individually, and report the pattern with the numbers to whoever owns that part of the product
- D. Tell customers up front that it is a known issue

Your answer: _____

10. customer-service-judgement-applied-s02-q05

A customer with a genuine but ordinary complaint says that if it is not resolved today they will post about it publicly.

- A. Treat the complaint on its merits and resolve it at the pace you would have anyway, without letting the threat change the outcome
- B. Escalate it ahead of others because of the reputational risk
- C. Offer more than policy allows in order to prevent the post
- D. Point out what the terms of service say about public statements

Your answer: _____

Policy, limits, and escalation

Harder items, where the kind answer and the correct answer diverge. Look for the option that treats the next customer the same way as this one.

11. customer-service-judgement-applied-s03-q01

Policy is unambiguous: no refund after ninety days. This customer is at day ninety-five and their circumstances are genuinely sympathetic.

- A. Make an exception and refund them
- B. Decline and end the conversation there
- C. Apply the policy, explain the reason behind it, offer whatever alternative you do have, and log the case for whoever reviews the policy
- D. Decline, while telling them you think the policy is unfair

Your answer: _____

12. customer-service-judgement-applied-s03-q02

A caller wants to discuss the details of an account held in someone else's name. They say they are the account holder's partner and clearly know a lot about the account.

- A. Help them; they plainly know the account and are trying to sort out a problem
- B. Decline, explain why the restriction exists, and tell them what the account holder can do to authorise them
- C. Ask a colleague to take the call instead
- D. Ask for additional identification, then proceed if they can provide it

Your answer: _____

13. customer-service-judgement-applied-s03-q03

Reading the case notes, you see that a colleague gave this customer clearly incorrect information yesterday. The customer is acting on it.

- A. Tell the customer that your colleague got it wrong
- B. Go along with what they were told so the company does not contradict itself
- C. Escalate to a manager before saying anything to the customer
- D. Give the customer the correct information plainly and without assigning blame, and tell your colleague so it is not repeated

Your answer: _____

14. customer-service-judgement-applied-s03-q04

A customer becomes personally abusive during a call.

- A. Say calmly that you want to help but will end the contact if it continues, and follow through if it does
- B. End the call immediately
- C. Raise your own tone so you are not talked over
- D. Continue the call and absorb it

Your answer: _____

15. customer-service-judgement-applied-s03-q05

A customer's request falls between two internal teams, and each has told you it belongs to the other.

- A. Give the customer both contacts and let them pursue it
- B. Do the work yourself, outside the normal process
- C. Wait for the two teams to settle ownership between them
- D. Stay the owner of the customer's request, get both teams into one conversation with a decision deadline, and keep the customer updated

Your answer: _____

Difficult messages and follow-up

Finish with saying no, giving dates, and what happens after the call ends. Vagueness is the recurring trap.

16. customer-service-judgement-applied-s04-q01

A customer wants something your organisation genuinely cannot provide.

- A. Say plainly that it is not possible, explain why in terms that matter to them, and offer the nearest thing that is
- B. Say it would be difficult and hope the request is not pursued
- C. Say you will look into it, and let the request go quiet
- D. Explain that the system will not allow it

Your answer: _____

17. customer-service-judgement-applied-s04-q02

A customer asks when their issue will be fixed. The honest position is somewhere between three days and three weeks, depending on a supplier.

- A. Give the three-day date; it may well be right and it reassures them
- B. Decline to give any date until it is certain
- C. Give the three-week date so that anything earlier is good news
- D. Give the range you actually believe and what it depends on, and commit to a date by which you will update them

Your answer: _____

18. customer-service-judgement-applied-s04-q03

A long-standing customer asks for a small concession outside policy. It would take you two minutes and nobody would notice.

- A. Do it; they have been a customer for years and it costs almost nothing
- B. Decline, since it is outside policy
- C. Check whether a defined discretion covers this and use it if so; if not, do what policy allows and log the request
- D. Do it, and leave it off the record so it does not set a precedent

Your answer: _____

19. customer-service-judgement-applied-s04-q04

You promised a customer a callback by midday. It is now half past two and you have only just realised.

- A. Wait for them to chase; they may not have noticed
- B. Call now, acknowledge the missed callback without making excuses, and give them the update
- C. Send an email instead, which is quicker and avoids the awkwardness
- D. Apologise for it at your next scheduled contact

Your answer: _____

20. customer-service-judgement-applied-s04-q05

You have resolved the customer's issue. They then ask a question that belongs to a completely different team.

- A. Answer as best you can from general knowledge
- B. Connect them to the right person, tell that person what has already been discussed, and confirm the handover with the customer
- C. Give them the other team's contact details
- D. Explain that it is not your area

Your answer: _____

Authored hints

This applied practice source does not publish separate authored hints: the rationale is attached to each item as a worked explanation instead. Every item is therefore listed as missing a hint, and no hint text is generated or inferred.

20 worksheet items do not have an authored hint. No hint text was generated for them.

Answer key

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Customer-service judgment: applied practice: open practice pack answer key

Item	Choice	Answer
customer-service-judgement-applied-s01-q01	B	Let them finish, then summarise the problem back in your own words and confirm you have it right before acting
customer-service-judgement-applied-s01-q02	C	Ask specific questions about when it happens, what they were doing, and what they have already tried, and record the answers
customer-service-judgement-applied-s01-q03	A	Say you do not know, say what you will do to find out and by when, and then do it
customer-service-judgement-applied-s01-q04	D	Acknowledge the frustration, put it right or explain the route to a fix, then explain without blame what caused it and how to avoid it next time

customer-service-judgement-applied-s01-q05	C	Acknowledge both, deal with the one-minute question first, and tell the other customer how long they will be waiting
customer-service-judgement-applied-s02-q01	D	Apologise once and specifically, give the new date, and say what is being done to make it right
customer-service-judgement-applied-s02-q02	A	Tell them what you can do now, say that the larger request goes to someone who can decide it, and give a time by which they will hear
customer-service-judgement-applied-s02-q03	B	Confirm in writing what was agreed and what happens next, then close the case
customer-service-judgement-applied-s02-q04	C	Keep handling each one individually, and report the pattern with the numbers to whoever owns that part of the product
customer-service-judgement-applied-s02-q05	A	Treat the complaint on its merits and resolve it at the pace you would have anyway, without letting the threat change the outcome
customer-service-judgement-applied-s03-q01	C	Apply the policy, explain the reason behind it, offer whatever alternative you do have, and log the case for whoever reviews the policy
customer-service-judgement-applied-s03-q02	B	Decline, explain why the restriction exists, and tell them what the account holder can do to authorise them
customer-service-judgement-applied-s03-q03	D	Give the customer the correct information plainly and without assigning blame, and tell your colleague so it is not repeated
customer-service-judgement-applied-s03-q04	A	Say calmly that you want to help but will end the contact if it continues, and follow through if it does
customer-service-judgement-applied-s03-q05	D	Stay the owner of the customer's request, get both teams into one conversation with a decision deadline, and keep the customer updated
customer-service-judgement-applied-s04-q01	A	Say plainly that it is not possible, explain why in terms that matter to them, and offer the nearest thing that is
customer-service-judgement-applied-s04-q02	D	Give the range you actually believe and what it depends on, and commit to a date by which you will update them
customer-service-judgement-applied-s04-q03	C	Check whether a defined discretion covers this and use it if so; if not, do what policy allows and log the request
customer-service-judgement-applied-s04-q04	B	Call now, acknowledge the missed callback without making excuses, and give them the update
customer-service-judgement-applied-s04-q05	B	Connect them to the right person, tell that person what has already been discussed, and confirm the handover with the customer

Worked explanations

customer-service-judgement-applied-s01-q01: Summarising back proves you listened and catches a misunderstanding while it is still free to fix. Offering the refund immediately is the tempting shortcut because it

is fast and generous, but it resolves whatever you assumed the problem was, and a resolution given before the problem is known is hard to take back when the real issue turns out to be different.

customer-service-judgement-applied-s01-q02: Specific questions turn an unfamiliar description into reproduction steps, which is the only thing that either identifies a real new fault or reveals the misunderstanding. Saying it is not possible is the response your product knowledge invites, and it ends the conversation that would have produced the evidence either way.

customer-service-judgement-applied-s01-q03: An honest 'I will find out by four o'clock' costs you nothing and is easy to keep. The flagged guess is the near-miss and is worse than it looks: caveats are rarely what customers remember, so a guess becomes 'your company told me', and the correction arrives as a second failure rather than a first answer.

customer-service-judgement-applied-s01-q04: Fixing first and explaining second is what lets the prevention advice actually be heard, which is the only part that stops the call happening again. Leading with the cause is accurate and is the response that feels fair, but people who have just been told it was their fault stop listening at that sentence.

customer-service-judgement-applied-s01-q05: Clearing a one-minute item first cuts total waiting sharply, and the acknowledgement is what stops the other customer feeling passed over. Strict arrival order is the fairest-sounding rule, and it produces the worst outcome here: it makes one person wait a minute to save nobody anything, and neither customer has been told what is happening.

customer-service-judgement-applied-s02-q01: One specific apology plus a date plus an action gives the customer something to plan around, which is what they came for. Repeated apologising is the option that feels most sincere, and it reads as stalling: without a date it leaves the customer no better informed than before the call.

customer-service-judgement-applied-s02-q02: Splitting it into what you control and what you will route keeps a promise you can keep and still moves the larger request forward. 'I'll see what I can do' is the most natural soothing phrasing in service work and the most expensive: it creates a specific expectation out of a vague sentence, and the second broken promise damages more than the original failure did.

customer-service-judgement-applied-s02-q03: A short written confirmation gives both sides the same account of what was agreed, which is what stops the same complaint reopening in a month with two different recollections. Closing straight away is the efficient answer, and it saves five minutes now at the cost of an argument that has no shared record to settle it.

customer-service-judgement-applied-s02-q04: Eleven cases is evidence, and evidence with a count is what gets a design change scheduled rather than noted. Writing a template is the sensible-looking efficiency and it quietly removes the pressure to fix the cause: the complaints become cheap to absorb, so they carry on arriving forever.

customer-service-judgement-applied-s02-q05: The complaint deserves the same handling it would have had unstated, and consistency is what makes your outcomes defensible to the customers who did not threaten anything. Paying above policy to prevent the post is the risk-managed answer, and it teaches every customer that the way to get a better outcome is to threaten one, which is both unfair and unaffordable.

customer-service-judgement-applied-s03-q01: Applying the rule consistently and logging the hard case is how a bad rule actually gets changed, and it keeps the outcome from depending on which agent answered. Making the exception is the compassionate choice for this customer and unfair to every customer at day ninety-five who spoke to someone stricter, an undocumented exception improves one case and corrupts the rule for all of them.

customer-service-judgement-applied-s03-q02: Only the account holder can extend access, so the useful help is telling them exactly how that is done. Asking for more identification is the diligent-looking option and misses the point entirely: however well the caller proves who they are, they are proving they are not the account holder, and no amount of identification creates authority they do not have.

customer-service-judgement-applied-s03-q03: The customer needs the right information today, and the colleague needs to know so the next customer gets it right too. Going along with the error is the loyal-feeling option, and it is the most costly: the customer keeps planning on something false, and the correction gets more expensive and less believable every day it is delayed.

customer-service-judgement-applied-s03-q04: A clear warning gives the customer a genuine chance to continue on acceptable terms, and it makes the disconnection defensible if they do not take it. Hanging up immediately is understandable and usually returns as a complaint about you rather than about their behaviour, because the recording shows no warning was given.

customer-service-judgement-applied-s03-q05: Somebody has to hold the thread, and holding it is what converts an internal boundary dispute into a decision with a date. Handing the customer both contacts is procedurally defensible and makes them carry your organisation chart, which is exactly the experience that turns a routine request into a complaint about the company.

customer-service-judgement-applied-s04-q01: A clear no with a reason and an alternative lets the customer make another plan today. 'That would be difficult' is the softer phrasing most people reach for, and it is heard as a probably-yes: the customer waits, then complains twice, once about the answer and once about the time they lost waiting for it.

customer-service-judgement-applied-s04-q02: A range with its driver plus a firm update date is honest and still gives the customer something to hold you to. Quoting three weeks deliberately is the safe-looking under-promise, and it has a real cost: the customer makes decisions around a padded date, and once they notice the padding they stop believing any date you give them.

customer-service-judgement-applied-s04-q03: Many policies already contain a discretion for exactly this, and using the documented one keeps the concession visible and repeatable. Doing it quietly because it is small is the friendly option and the one that compounds: unlogged favours become expectations, the next agent looks obstructive for following the rule, and nobody can see the pattern that would justify changing it.

customer-service-judgement-applied-s04-q04: Calling and naming the miss repairs the specific promise you broke, which is what the customer is actually annoyed about. Switching to email is the faster route and skips the acknowledgement: it delivers the information while quietly avoiding the part that rebuilds trust.

customer-service-judgement-applied-s04-q05: A warm handover carries the context across, so the customer does not restart from nothing. Handing over the contact details is the plausible-looking answer. The destination is right and the delivery is the worst available: having to repeat the whole story to the next person is one of the most common reasons a resolved issue turns into a complaint about the company.

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