## Also by Gayle Laakmann McDowell

Cracking the PM Interview

How to Land a Product Manager Job in Technology

Cracking the Tech Career

Insider Advice on Landing a Job at Google, Microsoft, Apple, or Any Top Tech Company

# CRACKING
*the*
# CODING INTERVIEW

***6th Edition***

189 Programming Questions and Solutions

**GAYLE LAAKMANN MCDOWELL**
**Founder and CEO, CareerCup.com**

CareerCup, LLC
Palo Alto, CA

Dear Reader,

Let's get the introductions out of the way.

I am not a recruiter. I am a software engineer. And as such, I know what it's like to be asked to whip up brilliant algorithms on the spot and then write flawless code on a whiteboard. I know because I've been asked to do the same thing—in interviews at Google, Microsoft, Apple, and Amazon, among other companies.

I also know because I've been on the other side of the table, asking candidates to do this. I've combed through stacks of resumes to find the engineers who I thought might be able to actually pass these interviews. I've evaluated them as they solved—or tried to solve—challenging questions. And I've debated in Google's Hiring Committee whether a candidate did well enough to merit an offer. I understand the full hiring circle because I've been through it all, repeatedly.

And you, reader, are probably preparing for an interview, perhaps tomorrow, next week, or next year. I am here to help you solidify your understanding of computer science fundamentals and then learn how to apply those fundamentals to crack the coding interview.

The 6th edition of *Cracking the Coding Interview* updates the 5th edition with 70% more content: additional questions, revised solutions, new chapter introductions, more algorithm strategies, hints for all problems, and other content. Be sure to check out our website, CrackingTheCodingInterview.com, to connect with other candidates and discover new resources.

I'm excited for you and for the skills you are going to develop. Thorough preparation will give you a wide range of technical and communication skills. It will be well worth it, no matter where the effort takes you!

I encourage you to read these introductory chapters carefully. They contain important insight that just might make the difference between a "hire" and a "no hire."

**And remember—interviews are hard!** In my years of interviewing at Google, I saw some interviewers ask "easy" questions while others ask harder questions. But you know what? Getting the easy questions doesn't make it any easier to get the offer. Receiving an offer is not about solving questions flawlessly (very few candidates do!). Rather, it is about answering questions *better than other candidates*. So don't stress out when you get a tricky question—everyone else probably thought it was hard too. It's okay to not be flawless.

Study hard, practice—and good luck!

Gayle L. McDowell

Founder/CEO, CareerCup.com
Author of *Cracking the PM Interview* and *Cracking the Tech Career*

### Something's Wrong

We walked out of the hiring meeting frustrated—again. Of the ten candidates we reviewed that day, none would receive offers. Were we being too harsh, we wondered?

I, in particular, was disappointed. We had rejected one of *my* candidates. A former student. One I had referred. He had a 3.73 GPA from the University of Washington, one of the best computer science schools in the world, and had done extensive work on open-source projects. He was energetic. He was creative. He was sharp. He worked hard. He was a true geek in all the best ways.

But I had to agree with the rest of the committee: the data wasn't there. Even if my emphatic recommendation could sway them to reconsider, he would surely get rejected in the later stages of the hiring process. There were just too many red flags.

Although he was quite intelligent, he struggled to solve the interview problems. Most successful candidates could fly through the first question, which was a twist on a well-known problem, but he had trouble developing an algorithm. When he came up with one, he failed to consider solutions that optimized for other scenarios. Finally, when he began coding, he flew through the code with an initial solution, but it was riddled with mistakes that he failed to catch. Though he wasn't the worst candidate we'd seen by any measure, he was far from meeting the "bar." Rejected.

When he asked for feedback over the phone a couple of weeks later, I struggled with what to tell him. Be smarter? No, I knew he was brilliant. Be a better coder? No, his skills were on par with some of the best I'd seen.

Like many motivated candidates, he had prepared extensively. He had read K&R's classic C book, and he'd reviewed CLRS' famous algorithms textbook. He could describe in detail the myriad of ways of balancing a tree, and he could do things in C that no sane programmer should ever want to do.

I had to tell him the unfortunate truth: those books aren't enough. Academic books prepare you for fancy research, and they will probably make you a better software engineer, but they're not sufficient for interviews. Why? I'll give you a hint: Your interviewers haven't seen red-black trees since *they* were in school either.

To crack the coding interview, you need to prepare with *real* interview questions. You must practice on *real* problems and learn their patterns. It's about developing a fresh algorithm, not memorizing existing problems.

***Cracking the Coding Interview*** is the result of my first-hand experience interviewing at top companies and later coaching candidates through these interviews. It is the result of hundreds of conversations with candidates. It is the result of the thousands of questions contributed by candidates and interviewers. And it's the result of seeing so many interview questions from so many firms. Enclosed in this book are 189 of the best interview questions, selected from thousands of potential problems.

### My Approach

The focus of ***Cracking the Coding Interview*** is algorithm, coding, and design questions. Why? Because while you can and will be asked behavioral questions, the answers will be as varied as your resume. Likewise, while many firms will ask so-called "trivia" questions (e.g., "What is a virtual function?"), the skills developed through practicing these questions are limited to very specific bits of knowledge. The book will briefly touch on some of these questions to show you what they're like, but I have chosen to allocate space to areas where there's more to learn.

### My Passion

Teaching is my passion. I love helping people understand new concepts and giving them tools to help them excel in their passions.

My first official experience teaching was in college at the University of Pennsylvania, when I became a teaching assistant for an undergraduate computer science course during my second year. I went on to TA for several other courses, and I eventually launched my own computer science course there, focused on hands-on skills.

As an engineer at Google, training and mentoring new engineers were some of the things I enjoyed most. I even used my "20% time" to teach two computer science courses at the University of Washington.

Now, years later, I continue to teach computer science concepts, but this time with the goal of preparing engineers at startups for their acquisition interviews. I've seen their mistakes and struggles, and I've developed techniques and strategies to help them combat those very issues.

***Cracking the Coding Interview***, ***Cracking the PM Interview***, ***Cracking the Tech Career***, and **CareerCup** reflect my passion for teaching. Even now, you can often find me "hanging out" at CareerCup.com, helping users who stop by for assistance.

Join us.

Gayle L. McDowell

# 1

# The Interview Process

At most of the top tech companies (and many other companies), algorithm and coding problems form the largest component of the interview process. Think of these as problem-solving questions. The interviewer is looking to evaluate your ability to solve algorithmic problems you haven't seen before.

Very often, you might get through only one question in an interview. Forty-five minutes is not a long time, and it's difficult to get through several different questions in that time frame.

You should do your best to talk out loud throughout the problem and explain your thought process. Your interviewer might jump in sometimes to help you; let them. It's normal and doesn't really mean that you're doing poorly. (That said, of course not needing hints is even better.)

At the end of the interview, the interviewer will walk away with a gut feel for how you did. A numeric score might be assigned to your performance, but it's not actually a quantitative assessment. There's no chart that says how many points you get for different things. It just doesn't work like that.

Rather, your interviewer will make an assessment of your performance, usually based on the following:

- Analytical skills: Did you need much help solving the problem? How optimal was your solution? How long did it take you to arrive at a solution? If you had to design/architect a new solution, did you structure the problem well and think through the tradeoffs of different decisions?
- Coding skills: Were you able to successfully translate your algorithm to reasonable code? Was it clean and well-organized? Did you think about potential errors? Did you use good style?
- Technical knowledge / Computer Science fundamentals: Do you have a strong foundation in computer science and the relevant technologies?
- Experience: Have you made good technical decisions in the past? Have you built interesting, challenging projects? Have you shown drive, initiative, and other important factors?
- Culture fit / Communication skills: Do your personality and values fit with the company and team? Did you communicate well with your interviewer?

The weighting of these areas will vary based on the question, interviewer, role, team, and company. In a standard algorithm question, it might be almost entirely the first three of those.

## ▸ Why?

This is one of the most common questions candidates have as they get started with this process. Why do things this way? After all,

1. Lots of great candidates don't do well in these sorts of interviews.

**Whiteboards let you focus on what matters.**

It's absolutely true that you'd struggle with writing perfect code on a whiteboard. Fortunately, your interviewer doesn't expect that. Virtually everyone has some bugs or minor syntactical errors.

The nice thing about a whiteboard is that, in some ways, you can focus on the big picture. You don't have a compiler, so you don't need to make your code compile. You don't need to write the entire class definition and boilerplate code. You get to focus on the interesting, "meaty" parts of the code: the function that the question is really all about.

That's not to say that you should just write pseudocode or that correctness doesn't matter. Most interviewers aren't okay with pseudocode, and fewer errors are better.

Whiteboards also tend to encourage candidates to speak more and explain their thought process. When a candidate is given a computer, their communication drops substantially.

**But it's not for everyone or every company or every situation.**

The above sections are intended to help you understand the thought process of the company.

My personal thoughts? For the right situation, when done well, it's a reasonable judge of someone's problem-solving skills, in that people who do well tend to be fairly smart.

However, it's often not done very well. You have bad interviewers or people who just ask bad questions.

It's also not appropriate for all companies. Some companies should value someone's prior experience more or need skills with particular technologies. These sorts of questions don't put much weight on that.

It also won't measure someone's work ethic or ability to focus. Then again, almost no interview process can really evaluate this.

This is not a perfect process by any means, but what is? All interview processes have their downsides.

I'll leave you with this: it is what it is, so let's do the best we can with it.

## How Questions are Selected

Candidates frequently ask what the "recent" interview questions are at a specific company. Just asking this question reveals a fundamental misunderstanding of where questions come from.

At the vast majority of companies, there are no lists of what interviewers should ask. Rather, each interviewer selects their own questions.

Since it's somewhat of a "free for all" as far as questions, there's nothing that makes a question a "recent Google interview question" other than the fact that some interviewer who happens to work at Google just so happened to ask that question recently.

The questions asked this year at Google do not really differ from those asked three years ago. In fact, the questions asked at Google generally don't differ from those asked at similar companies (Amazon, Facebook, etc.).

There are some broad differences across companies. Some companies focus on algorithms (often with some system design worked in), and others really like knowledge-based questions. But within a given category of question, there is little that makes it "belong" to one company instead of another. A Google algorithm question is essentially the same as a Facebook algorithm question.

## It's All Relative

If there's no grading system, how are you evaluated? How does an interviewer know what to expect of you?

Good question. The answer actually makes a lot of sense once you understand it.

Interviewers assess you relative to other candidates on that same question by the same interviewer. It's a relative comparison.

For example, suppose you came up with some cool new brainteaser or math problem. You ask your friend Alex the question, and it takes him 30 minutes to solve it. You ask Bella and she takes 50 minutes. Chris is never able to solve it. Dexter takes 15 minutes, but you had to give him some major hints and he probably would have taken far longer without them. Ellie takes 10—and comes up with an alternate approach you weren't even aware of. Fred takes 35 minutes.

You'll walk away saying, "Wow, Ellie did really well. I'll bet she's pretty good at math." (Of course, she could have just gotten lucky. And maybe Chris got unlucky. You might ask a few more questions just to really make sure that it wasn't good or bad luck.)

Interview questions are much the same way. Your interviewer develops a feel for your performance by comparing you to other people. It's not about the candidates she's interviewing *that* week. It's about all the candidates that she's *ever* asked this question to.

For this reason, getting a hard question isn't a bad thing. When it's harder for you, it's harder for everyone. It doesn't make it any less likely that you'll do well.

## Frequently Asked Questions

**I didn't hear back immediately after my interview. Am I rejected?**

No. There are a number of reasons why a company's decision might be delayed. A very simple explanation is that one of your interviewers hasn't provided their feedback yet. Very, very few companies have a policy of not responding to candidates they reject.

If you haven't heard back from a company within 3 - 5 business days after your interview, check in (politely) with your recruiter.

**Can I re-apply to a company after getting rejected?**

Almost always, but you typically have to wait a bit (6 months to a 1 year). Your first bad interview usually won't affect you too much when you re-interview. Lots of people get rejected from Google or Microsoft and later get offers from them.

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# 1

# Behind the Scenes

Most companies conduct their interviews in very similar ways. We will offer an overview of how companies interview and what they're looking for. This information should guide your interview preparation and your reactions during and after the interview.

Once you are selected for an interview, you usually go through a screening interview. This is typically conducted over the phone. College candidates who attend top schools may have these interviews in-person.

Don't let the name fool you; the "screening" interview often involves coding and algorithms questions, and the bar can be just as high as it is for in-person interviews. If you're unsure whether or not the interview will be technical, ask your recruiting coordinator what position your interviewer holds (or what the interview might cover). An engineer will usually perform a technical interview.

Many companies have taken advantage of online synchronized document editors, but others will expect you to write code on paper and read it back over the phone. Some interviewers may even give you "homework" to solve after you hang up the phone or just ask you to email them the code you wrote.

You typically do one or two screening interviewers before being brought on-site.

In an on-site interview round, you usually have 3 to 6 in-person interviews. One of these is often over lunch. The lunch interview is usually not technical, and the interviewer may not even submit feedback. This is a good person to discuss your interests with and to ask about the company culture. Your other interviews will be mostly technical and will involve a combination of coding, algorithm, design/architecture, and behavioral/experience questions.

The distribution of questions between the above topics varies between companies and even teams due to company priorities, size, and just pure randomness. Interviewers are often given a good deal of freedom in their interview questions.

After your interview, your interviewers will provide feedback in some form. In some companies, your interviewers meet together to discuss your performance and come to a decision. In other companies, interviewers submit a recommendation to a hiring manager or hiring committee to make a final decision. In some companies, interviewers don't even make the decision; their feedback goes to a hiring committee to make a decision.

Most companies get back after about a week with next steps (offer, rejection, further interviews, or just an update on the process). Some companies respond much sooner (sometimes same day!) and others take much longer.

If you have waited more than a week, you should follow up with your recruiter. If your recruiter does not respond, this does *not* mean that you are rejected (at least not at any major tech company, and almost any

## The Amazon Interview

Amazon's recruiting process typically begins with a phone screen in which a candidate interviews with a specific team. A small portion of the time, a candidate may have two or more interviews, which can indicate either that one of their interviewers wasn't convinced or that they are being considered for a different team or profile. In more unusual cases, such as when a candidate is local or has recently interviewed for a different position, a candidate may only do one phone screen.

The engineer who interviews you will usually ask you to write simple code via a shared document editor. They will also often ask a broad set of questions to explore what areas of technology you're familiar with.

Next, you fly to Seattle (or whichever office you're interviewing for) for four or five interviews with one or two teams that have selected you based on your resume and phone interviews. You will have to code on a whiteboard, and some interviewers will stress other skills. Interviewers are each assigned a specific area to probe and may seem very different from each other. They cannot see the other feedback until they have submitted their own, and they are discouraged from discussing it until the hiring meeting.

The "bar raiser" interviewer is charged with keeping the interview bar high. They attend special training and will interview candidates outside their group in order to balance out the group itself. If one interview seems significantly harder and different, that's most likely the bar raiser. This person has both significant experience with interviews and veto power in the hiring decision. Remember, though: just because you seem to be struggling more in this interview doesn't mean you're actually doing worse. Your performance is judged relative to other candidates; it's not evaluated on a simple "percent correct" basis.

Once your interviewers have entered their feedback, they will meet to discuss it. They will be the people making the hiring decision.

While Amazon's recruiters are usually excellent at following up with candidates, occasionally there are delays. If you haven't heard from Amazon within a week, we recommend a friendly email.

**Definitely Prepare:**

Amazon cares a lot about scale. Make sure you prepare for scalability questions. You don't need a background in distributed systems to answer these questions. See our recommendations in the System Design and Scalability chapter.

Additionally, Amazon tends to ask a lot of questions about object-oriented design. Check out the Object-Oriented Design chapter for sample questions and suggestions.

**What's Unique:**

The Bar Raiser is brought in from a different team to keep the bar high. You need to impress both this person and the hiring manager.

Amazon tends to experiment more with its hiring process than other companies do. The process described here is the typical experience, but due to Amazon's experimentation, it's not necessarily universal.

## The Google Interview

There are many scary rumors floating around about Google interviews, but they're mostly just that: rumors. The interview is not terribly different from Microsoft's or Amazon's.

A Google engineer performs the first phone screen, so expect tough technical questions. These questions may involve coding, sometimes via a shared document. Candidates are typically held to the same standard and are asked similar questions on phone screens as in on-site interviews.

On your on-site interview, you'll interview with four to six people, one of whom will be a lunch interviewer. Interviewer feedback is kept confidential from the other interviewers, so you can be assured that you enter each interview with blank slate. Your lunch interviewer doesn't submit feedback, so this is a great opportunity to ask honest questions.

Interviewers are typically not given specific focuses, and there is no "structure" or "system" as to what you're asked when. Each interviewer can conduct the interview however she would like.

Written feedback is submitted to a hiring committee (HC) of engineers and managers to make a hire / no-hire recommendation. Feedback is typically broken down into four categories (Analytical Ability, Coding, Experience, and Communication) and you are given an overall score from 1.0 to 4.0. The HC usually does not include any of your interviewers. If it does, it was purely by random chance.

To extend an offer, the HC wants to see at least one interviewer who is an "enthusiastic endorser." In other words, a packet with scores of 3.6, 3.1, 3.1 and 2.6 is better than all 3.1s.

You do not necessarily need to excel in every interview, and your phone screen performance is usually not a strong factor in the final decision.

If the hiring committee recommends an offer, your packet will go to a compensation committee and then to the executive management committee. Returning a decision can take several weeks because there are so many stages and committees.

**Definitely Prepare:**

As a web-based company, Google cares about how to design a scalable system. So, make sure you prepare for questions from System Design and Scalability.

Google puts a strong focus on analytical (algorithm) skills, regardless of experience. You should be very well prepared for these questions, even if you think your prior experience should count for more.

**What's Different:**

Your interviewers do not make the hiring decision. Rather, they enter feedback which is passed to a hiring committee. The hiring committee recommends a decision which can be—though rarely is—rejected by Google executives.

## ▸ The Apple Interview

Much like the company itself, Apple's interview process has minimal bureaucracy. The interviewers will be looking for excellent technical skills, but a passion for the position and the company is also very important. While it's not a prerequisite to be a Mac user, you should at least be familiar with the system.

The interview process usually begins with a recruiter phone screen to get a basic sense of your skills, followed up by a series of technical phone screens with team members.

Once you're invited on campus, you'll typically be greeted by the recruiter who provides an overview of the process. You will then have 6-8 interviews with members of the team with which you're interviewing, as well as key people with whom your team works.

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Once you're invited on campus, you'll typically be greeted by the recruiter who provides an overview of the process. You will then have 6-8 interviews with members of the team with which you're interviewing, as well as key people with whom your team works.

You can expect a mix of one-on-one and two-on-one interviews. Be ready to code on a whiteboard and make sure all of your thoughts are clearly communicated. Lunch is with your potential future manager and appears more casual, but it is still an interview. Each interviewer usually focuses on a different area and is discouraged from sharing feedback with other interviewers unless there's something they want subsequent interviewers to drill into.

Towards the end of the day, your interviewers will compare notes. If everyone still feels you're a viable candidate, you will have an interview with the director and the VP of the organization to which you're applying. While this decision is rather informal, it's a very good sign if you make it. This decision also happens behind the scenes, and if you don't pass, you'll simply be escorted out of the building without ever having been the wiser (until now).

If you made it to the director and VP interviews, all of your interviewers will gather in a conference room to give an official thumbs up or thumbs down. The VP typically won't be present but can still veto the hire if they weren't impressed. Your recruiter will usually follow up a few days later, but feel free to ping him or her for updates.

**Definitely Prepare:**

If you know what team you're interviewing with, make sure you read up on that product. What do you like about it? What would you improve? Offering specific recommendations can show your passion for the job.

**What's Unique:**

Apple does two-on-one interviews often, but don't get stressed out about them–it's the same as a one-on-one interview!

Also, Apple employees are huge Apple fans. You should show this same passion in your interview.

## The Facebook Interview

Once selected for an interview, candidates will generally do one or two phone screens. Phone screens will be technical and will involve coding, usually an online document editor.

After the phone interview(s), you might be asked to do a homework assignment that will include a mix of coding and algorithms. Pay attention to your coding style here. If you've never worked in an environment which had thorough code reviews, it may be a good idea to get someone who has to review your code.

During your on-site interview, you will interview primarily with other software engineers, but hiring managers are also involved whenever they are available. All interviewers have gone through comprehensive interview training, and who you interview with has no bearing on your odds of getting an offer.

Each interviewer is given a "role" during the on-site interviews, which helps ensure that there are no repetitive questions and that they get a holistic picture of a candidate. These roles are:

- Behavioral ("Jedi"): This interview assesses your ability to be successful in Facebook's environment. Would you fit well with the culture and values? What are you excited about? How do you tackle challenges? Be prepared to talk about your interest in Facebook as well. Facebook wants passionate people. You might also be asked some coding questions in this interview.
- Coding and Algorithms ("Ninja"): These are your standard coding and algorithms questions, much like what you'll find in this book. These questions are designed to be challenging. You can use any programming language you want.

**Definitely Prepare:**

Palantir values hiring brilliant engineers. Many candidates report that Palantir's questions were harder than those they saw at Google and other top companies. This doesn't necessarily mean it's harder to get an offer (although it certainly can); it just means interviewers prefer more challenging questions. If you're interviewing with Palantir, you should learn your core data structures and algorithms inside and out. Then, focus on preparing with the hardest algorithm questions.

Brush up on system design too if you're interviewing for a backend role. This is an important part of the process.

**What's Unique:**

A coding challenge is a common part of Palantir's process. Although you'll be at your computer and can look up material as needed, don't walk into this unprepared. The questions can be extremely challenging and the efficiency of your algorithm will be evaluated. Thorough interview preparation will help you here. You can also practice coding challenges online at HackerRank.com.

# III

# Special Situations

There are many paths that lead someone to this book. Perhaps you have more experience but have never done this sort of interview. Perhaps you're a tester or a PM. Or perhaps you're actually using this book to teach yourself how to interview better. Here's a little something for all these "special situations."

## Experienced Candidates

Some people assume that the algorithm-style questions you see in this book are only for recent grads. That's not entirely true.

More experienced engineers might see slightly less focus on algorithm questions—but only slightly

*If* a company asks algorithm questions to inexperienced candidates, they tend to ask them to experienced candidates too. Rightly or wrongly, they feel that the skills demonstrated in these questions are important for all developers.

Some interviewers might hold experience candidates to a somewhat lower standard. After all, it's been years since these candidates took an algorithms class. They're out of practice.

Others though hold experienced candidates to a higher standard, reasoning that the more years of experience allow a candidate to have seen many more types of problems.

On average, it balances out.

The exception to this rule is system design and architecture questions, as well as questions about your resume. Typically, students don't study much system architecture, so experience with such challenges would only come professionally. Your performance in such interview questions would be evaluated with respect to your experience level. However, students and recent graduates are still asked these questions and should be prepared to solve them as well as they can.

Additionally, experienced candidates will be expected to give a more in-depth, impressive response to questions like, "What was the hardest bug you've faced?" You have more experience, and your response to these questions should show it.

## Testers and SDETs

SDETs (software design engineers in test) write code, but to test features instead of build features. As such, they have to be great coders and great testers. Double the prep work!

If you're applying for an SDET role, take the following approach:

required specific technical skills unless you at least claim to possess the requisite skills.

- *Multi-Level Communication:* PMs need to be able to communicate with people at all levels in the company, across many positions and ranges of technical skills. Your interviewer will want to see that you possess this flexibility in your communication. This is often examined directly, through a question such as, "Explain TCP/IP to your grandmother." Your communication skills may also be assessed by how you discuss your prior projects.
- *Passion for Technology:* Happy employees are productive employees, so a company wants to make sure that you'll enjoy the job and be excited about your work. A passion for technology—and, ideally, the company or team—should come across in your answers. You may be asked a question directly like, "Why are you interested in Microsoft?" Additionally, your interviewers will look for enthusiasm in how you discuss your prior experience and how you discuss the team's challenges. They want to see that you will be eager to face the job's challenges.
- *Teamwork / Leadership:* This may be the most important aspect of the interview, and—not surprisingly—the job itself. All interviewers will be looking for your ability to work well with other people. Most commonly, this is assessed with questions like, "Tell me about a time when a teammate wasn't pulling his / her own weight." Your interviewer is looking to see that you handle conflicts well, that you take initiative, that you understand people, and that people like working with you. Your work preparing for behavioral questions will be extremely important here.

All of the above areas are important skills for PMs to master and are therefore key focus areas of the interview. The weighting of each of these areas will roughly match the importance that the area holds in the actual job.

### Dev Lead and Managers

Strong coding skills are almost always required for dev lead positions and often for management positions as well. If you'll be coding on the job, make sure to be very strong with coding and algorithms—just like a dev would be. Google, in particular, holds managers to high standards when it comes to coding.

In addition, prepare to be examined for skills in the following areas:

- *Teamwork / Leadership:* Anyone in a management-like role needs to be able to both lead and work with people. You will be examined implicitly and explicitly in these areas. Explicit evaluation will come in the form of asking you how you handled prior situations, such as when you disagreed with a manager. The implicit evaluation comes in the form of your interviewers watching how you interact with them. If you come off as too arrogant or too passive, your interviewer may feel you aren't great as a manager.
- *Prioritization:* Managers are often faced with tricky issues, such as how to make sure a team meets a tough deadline. Your interviewers will want to see that you can prioritize a project appropriately, cutting the less important aspects. Prioritization means asking the right questions to understand what is critical and what you can reasonably expect to accomplish.
- *Communication:* Managers need to communicate with people both above and below them, and potentially with customers and other much less technical people. Interviewers will look to see that you can communicate at many levels and that you can do so in a way that is friendly and engaging. This is, in some ways, an evaluation of your personality.
- *"Getting Things Done":* Perhaps the most important thing that a manager can do is be a person who "gets things done." This means striking the right balance between preparing for a project and actually implementing it. You need to understand how to structure a project and how to motivate people so you can accomplish the team's goals.

Ultimately, most of these areas come back to your prior experience and your personality. Be sure to prepare very, very thoroughly using the interview preparation grid.

## ▸ Startups

The application and interview process for startups is highly variable. We can't go through every startup, but we can offer some general pointers. Understand, however, that the process at a specific startup might deviate from this.

### The Application Process

Many startups might post job listings, but for the hottest startups, often the best way in is through a personal referral. This reference doesn't necessarily need to be a close friend or a coworker. Often just by reaching out and expressing your interest, you can get someone to pick up your resume to see if you're a good fit.

### Visas and Work Authorization

Unfortunately, many smaller startups in the U.S. are not able to sponsor work visas. They hate the system as much you do, but you won't be able to convince them to hire you anyway. If you require a visa and wish to work at a startup, your best bet is to reach out to a professional recruiter who works with many startups (and may have a better idea of which startups will work with visa issues), or to focus your search on bigger startups.

### Resume Selection Factors

Startups tend to want engineers who are not only smart and who can code, but also people who would work well in an entrepreneurial environment. Your resume should ideally show initiative. What sort of projects have you started?

Being able to "hit the ground running" is also very important; they want people who already know the language of the company.

### The Interview Process

In contrast to big companies, which tend to look mostly at your general aptitude with respect to software development, startups often look closely at your personality fit, skill set, and prior experience.

- *Personality Fit:* Personality fit is typically assessed by how you interact with your interviewer. Establishing a friendly, engaging conversation with your interviewers is your ticket to many job offers.
- *Skill Set:* Because startups need people who can hit the ground running, they are likely to assess your skills with specific programming languages. If you know a language that the startup works with, make sure to brush up on the details.
- *Experience:* Startups are likely to ask you a lot of questions about your experience. Pay special attention to the Behavioral Questions section.

In addition to the above areas, the coding and algorithms questions that you see in this book are also very common.

## Acquisitions and Acquihires

During the technical due diligence process for many acquisitions, the acquirer will often interview most or all of a startup's employees. Google, Yahoo, Facebook, and many other companies have this as a standard part of many acquisitions.

### Which startups go through this? And why?

Part of the reasoning for this is that their employees had to go through this process to get hired. They don't want acquisitions to be an "easy way" into the company. And, since the team is a core motivator for the acquisition, they figure it makes sense to assess the skills of the team.

Not all acquisitions are like this, of course. The famous multi-billion dollar acquisitions generally did not have to go through this process. Those acquisitions, after all, are usually about the user base and community, less so about the employees or even the technology. Assessing the team's skills is less essential.

However, it is not as simple as "acquihires get interviewed, traditional acquisitions do not." There is a big gray area between acquihires (i.e., talent acquisitions) and product acquisitions. Many startups are acquired for the team and ideas behind the technology. The acquirer might discontinue the product, but have the team work on something very similar.

If your startup is going through this process, you can typically expect your team to have interviews very similar to what a normal candidate would experience (and, therefore, very similar to what you'll see in this book).

### How important are these interviews?

These interviews can carry enormous importance. They have three different roles:

- They can make or break acquisitions. They are often the reason a company does not get acquired.
- They determine which employees receive offers to join the acquirer.
- They can affect the acquisition price (in part as a consequence of the number of employees who join).

These interviews are much more than a mere "screen."

### Which employees go through the interviews?

For tech startups, usually all of the engineers go through the interview process, as they are one of the core motivators for the acquisition.

In addition, sales, customer support, product managers, and essentially any other role might have to go through it.

The CEO is often slotted into a product manager interview or a dev manager interview, as this is often the closest match for the CEO's current responsibilities. This is not an absolute rule, though. It depends on what the CEO's role presently is and what the CEO is interested in. With some of my clients, the CEO has even opted to not interview and to leave the company upon the acquisition.

### What happens to employees who don't perform well in the interview?

Employees who underperform will often not receive offers to join the acquirer. (If many employees don't perform well, then the acquisition will likely not go through.)

In some cases, employees who performed poorly in interviews will get contract positions for the purpose of "knowledge transfer." These are temporary positions with the expectation that the employee leaves at the termination of the contract (often six months), although sometimes the employee ends up being retained.

In other cases, the poor performance was a result of the employee being mis-slotted. This occurs in two common situations:

- Sometimes a startup labels someone who is not a "traditional" software engineer as a software engineer. This often happens with data scientists or database engineers. These people may underperform during the software engineer interviews, as their actual role involves other skills.
- In other cases, a CEO "sells" a junior software engineer as more senior than he actually is. He underperforms for the senior bar because he's being held to an unfairly high standard.

In either case, sometimes the employee will be re-interviewed for a more appropriate position. (Other times though, the employee is just out of luck.)

In rare cases, a CEO is able to override the decision for a particularly strong employee whose interview performance didn't reflect this.

**Your "best" (and worst) employees might surprise you.**

The problem-solving/algorithm interviews conducted at the top tech companies evaluate particular skills, which might not perfectly match what their manager evaluates in their employees.

I've worked with many companies that are surprised at who their strongest and weakest performers are in interviews. That junior engineer who still has a lot to learn about professional development might turn out to be a great problem-solver in these interviews.

Don't count anyone out—or in—until you've evaluated them the same way their interviewers will.

**Are employees held to the same standards as typical candidates?**

Essentially yes, although there is a bit more leeway.

The big companies tend to take a risk-averse approach to hiring. If someone is on the fence, they often lean towards a no-hire.

In the case of an acquisition, the "on the fence" employees can be pulled through by strong performance from the rest of the team.

**How do employees tend to react to the news of an acquisition/acquihire?**

This is a big concern for many startup CEOs and founders. Will the employees be upset about this process? Or, what if we get their hopes up but it doesn't happen?

What I've seen with my clients is that the leadership is worried about this more than is necessary.

Certainly, some employees are upset about the process. They might not be excited about joining one of the big companies for any number of reasons.

Most employees, though, are cautiously optimistic about the process. They hope it goes through, but they know that the existence of these interviews means that it might not.

- Low-level knowledge (memory allocation, etc.).
- System design or scalability.
- Proprietary systems (Google Maps, etc.).

For example, one question I sometimes ask is to find all positive integer solutions under 1,000 to $a^3 + b^3 = c^3 + d^3$ (page 68).

Many candidates will at first think they have to do some sort of fancy factorization of this or semi-advanced math. They don't. They need to understand the concept of exponents, sums, and equality, and that's it.

When I ask this question, I explicitly say, "I know this sounds like a math problem. Don't worry. It's not. It's an algorithm question." If they start going down the path of factorization, I stop them and remind them that it's not a math question.

Other questions might involve a bit of probability. It might be stuff that a candidate would surely know (e.g., to pick between five options, pick a random number between 1 and 5). But simply the fact that it involves probability will intimidate candidates.

Be careful asking questions that sound intimidating. Remember that this is already a really intimidating situation for candidates. Adding on a "scary" question might just fluster a candidate and cause him to underperform.

If you're going to ask a question that sounds "scary," make sure you really reassure candidates that it doesn't require the knowledge that they think it does.

**Offer positive reinforcement.**

Some interviewers put so much focus on the "right" question that they forget to think about their own behavior.

Many candidates are intimidated by interviewing and try to read into the interviewer's every word. They can cling to each thing that might possibly sound positive or negative. They interpret that little comment of "good luck" to mean something, even though you say it to everyone regardless of performance.

You want candidates to feel good about the experience, about you, and about their performance. You want them to feel comfortable. A candidate who is nervous will perform poorly, and it doesn't mean that they aren't good. Moreover, a good candidate who has a negative reaction to you or to the company is less likely to accept an offer—and they might dissuade their friends from interviewing/accepting as well.

Try to be warm and friendly to candidates. This is easier for some people than others, but do your best.

Even if being warm and friendly doesn't come naturally to you, you can still make a concerted effort to sprinkle in positive remarks throughout the interview:

- "Right, exactly."
- "Great point."
- "Good work."
- "Okay, that's a really interesting approach."
- "Perfect."

No matter how poorly a candidate is doing, there is always something they got right. Find a way to infuse some positivity into the interview.

**Probe deeper on behavioral questions.**

Many candidates are poor at articulating their specific accomplishments.

You ask them a question about a challenging situation, and they tell you about a difficult situation their team faced. As far as you can tell, the candidate didn't really do much.

Not so fast, though. A candidate might not focus on themselves because they've been trained to celebrate their team's accomplishments and not boast about themselves. This is especially common for people in leadership roles and female candidates.

Don't assume that a candidate didn't do much in a situation just because you have trouble understanding what they did. Call out the situation (nicely!). Ask them specifically if they can tell you what their role was.

If it didn't really sound like resolving the situation was difficult, then, again, probe deeper. Ask them to go into more details about how they thought about the issue and the different steps they took. Ask them why they took certain actions. Not describing the details of the actions they took makes them a flawed *candidate*, but not necessarily a flawed employee.

Being a good interview candidate is its own skill (after all, that's part of why this book exists), and it's probably not one you want to evaluate.

**Coach your candidates.**

Read through the sections on how candidates can develop good algorithms. Many of these tips are ones you can offer to candidates who are struggling. You're not "teaching to the test" when you do this; you're separating interview skills from job skills.

- Many candidates don't use an example to solve an interview question (or they don't use a *good* example). This makes it substantially more difficult to develop a solution, but it doesn't necessarily mean that they're not very good problem solvers. If candidates don't write an example themselves, or if they inadvertently write a special case, guide them.
- Some candidates take a long time to find the bug because they use an enormous example. This doesn't make them a bad tester or developer. It just means that they didn't realize that it would be more efficient to analyze their code conceptually first, or that a small example would work nearly as well. Guide them.
- If they dive into code before they have an optimal solution, pull them back and focus them on the algorithm (if that's what you want to see). It's unfair to say that a candidate never found or implemented the optimal solution if they didn't really have the time to do so.
- If they get nervous and stuck and aren't sure where to go, suggest to them that they walk through the brute force solution and look for areas to optimize.
- If they haven't said anything and there is a fairly obvious brute force, remind them that they can start off with a brute force. Their first solution doesn't have to be perfect.

Even if you think that a candidate's ability in one of these areas is an important factor, it's not the only factor. You can always mark someone down for "failing" this hurdle while helping to guide them past it.

While this book is here to coach candidates through interviews, one of your goals as an interviewer is to remove the effect of not preparing. After all, some candidates have studied for interviews and some candidates haven't, and this probably doesn't reveal much about their skills as an engineer.

Guide candidates using the tips in this book (within reason, of course—you don't want to coach candidates through the problems so much that you're not evaluating their problem-solving skills anymore).

# IV

# Before the Interview

Acing an interview starts well before the interview itself—years before, in fact. The following timeline outlines what you should be thinking about when.

If you're starting late into this process, don't worry. Do as much "catching up" as you can, and then focus on preparation. Good luck!

## Getting the Right Experience

Without a great resume, there's no interview. And without great experience, there's no great resume. Therefore, the first step in landing an interview is getting great experience. The further in advance you can think about this the better.

For current students, this may mean the following:

- *Take the Big Project Classes:* Seek out the classes with big coding projects. This is a great way to get somewhat practical experience before you have any formal work experience. The more relevant the project is to the real world, the better.
- *Get an Internship:* Do everything you can to land an internship early in school. It will pave the way for even better internships before you graduate. Many of the top tech companies have internship programs designed especially for freshman and sophomores. You can also look at startups, which might be more flexible.
- *Start Something:* Build a project on your own time, participate in hackathons, or contribute to an open source project. It doesn't matter too much what it is. The important thing is that you're coding. Not only will this develop your technical skills and practical experience, your initiative will impress companies.

Professionals, on the other hand, may already have the right experience to switch to their dream company. For instance, a Google dev probably already has sufficient experience to switch to Facebook. However, if you're trying to move from a lesser-known company to one of the "biggies," or from testing/IT into a dev role, the following advice will be useful:

- *Shift Work Responsibilities More Towards Coding:* Without revealing to your manager that you are thinking of leaving, you can discuss your eagerness to take on bigger coding challenges. As much as possible, try to ensure that these projects are "meaty," use relevant technologies, and lend themselves well to a resume bullet or two. It is these coding projects that will, ideally, form the bulk of your resume.
- *Use Your Nights and Weekends:* If you have some free time, use it to build a mobile app, a web app, or a piece of desktop software. Doing such projects is also a great way to get experience with new technologies, making you more relevant to today's companies. This project work should definitely be listed on your resume; few things are as impressive to an interviewer as a candidate who built something "just

for fun."

All of these boil down to the two big things that companies want to see: that you're smart and that you can code. If you can prove that, you can land your interview.

In addition, you should think in advance about where you want your career to go. If you want to move into management down the road, even though you're currently looking for a dev position, you should find ways now of developing leadership experience.

## ▸ Writing a Great Resume

Resume screeners look for the same things that interviewers do. They want to know that you're smart and that you can code.

That means you should prepare your resume to highlight those two things. Your love of tennis, traveling, or magic cards won't do much to show that. Think twice before cutting more technical lines in order to allow space for your non-technical hobbies.

### Appropriate Resume Length

In the US, it is strongly advised to keep a resume to one page if you have less than ten years of experience. More experienced candidates can often justify 1.5 - 2 pages otherwise.

Think twice about a long resume. Shorter resumes are often more impressive.

- Recruiters only spend a fixed amount of time (about 10 seconds) looking at your resume. If you limit the content to the most impressive items, the recruiter is sure to see them. Adding additional items just distracts the recruiter from what you'd really like them to see.
- Some people just flat-out refuse to read long resumes. Do you really want to risk having your resume tossed for this reason?

If you are thinking right now that you have too much experience and can't fit it all on one or two pages, trust me, *you can*. Long resumes are not a reflection of having tons of experience; they're a reflection of not understanding how to prioritize content.

### Employment History

Your resume does not—and should not—include a full history of every role you've ever had. Include only the relevant positions—the ones that make you a more impressive candidate.

*Writing Strong Bullets*

For each role, try to discuss your accomplishments with the following approach: "Accomplished X by implementing Y which led to Z." Here's an example:

- "Reduced object rendering time by 75% by implementing distributed caching, leading to a 10% reduction in log-in time."

Here's another example with an alternate wording:

- "Increased average match accuracy from 1.2 to 1.5 by implementing a new comparison algorithm based on windiff."

Not everything you did will fit into this approach, but the principle is the same: show what you did, how you did it, and what the results were. Ideally, you should try to make the results "measurable" somehow.

## Handling Incorrect Answers

One of the most pervasive—and dangerous—rumors is that candidates need to get every question right. That's not quite true.

First, responses to interview questions shouldn't be thought of as "correct" or "incorrect." When I evaluate how someone performed in an interview, I never think, "How many questions did they get right?" It's not a binary evaluation. Rather, it's about how optimal their final solution was, how long it took them to get there, how much help they needed, and how clean was their code. There is a range of factors.

Second, your performance is evaluated *in comparison to other candidates*. For example, if you solve a question optimally in 15 minutes, and someone else solves an easier question in five minutes, did that person do better than you? Maybe, but maybe not. If you are asked really easy questions, then you might be expected to get optimal solutions really quickly. But if the questions are hard, then a number of mistakes are expected.

Third, many—possibly most—questions are too difficult to expect even a strong candidate to immediately spit out the optimal algorithm. The questions I tend to ask would take strong candidates typically 20 to 30 minutes to solve.

In evaluating thousands of hiring packets at Google, I have only once seen a candidate have a "flawless" set of interviews. Everyone else, including the hundreds who got offers, made mistakes.

## When You've Heard a Question Before

If you've heard a question before, admit this to your interviewer. Your interviewer is asking you these questions in order to evaluate your problem-solving skills. If you already know the question, then you aren't giving them the opportunity to evaluate you.

Additionally, your interviewer may find it highly dishonest if you don't reveal that you know the question. (And, conversely, you'll get big honesty points if you do reveal this.)

## The "Perfect" Language for Interviews

At many of the top companies, interviewers aren't picky about languages. They're more interested in how well you solve the problems than whether you know a specific language.

Other companies though are more tied to a language and are interested in seeing how well you can code in a particular language.

If you're given a choice of languages, then you should probably pick whatever language you're most comfortable with.

That said, if you have several good languages, you should keep in mind the following.

### Prevalence

It's not required, but it is ideal for your interviewer to know the language you're coding in. A more widely known language can be better for this reason.

### Language Readability

Even if your interviewer doesn't know your programming language, they should hopefully be able to basically understand it. Some languages are more naturally readable than others, due to their similarity to other languages.

For example, Java is fairly easy for people to understand, even if they haven't worked in it. Most people have worked in something with Java-like syntax, such as C and C++.

However, languages such as Scala or Objective C have fairly different syntax.

#### Potential Problems

Some languages just open you up to potential issues. For example, using C++ means that, in addition to all the usual bugs you can have in your code, you can have memory management and pointer issues.

#### Verbosity

Some languages are more verbose than others. Java for example is a fairly verbose language as compared with Python. Just compare the following code snippets.

Python:

```
1  dict = {"left": 1, "right": 2, "top": 3, "bottom": 4};
```

Java:

```
1  HashMap<String, Integer> dict = new HashMap<String, Integer>().
2  dict.put("left", 1);
3  dict.put("right", 2);
4  dict.put("top", 3);
5  dict.put("bottom", 4);
```

However, some of the verbosity of Java can be reduced by abbreviating code. I could imagine a candidate on a whiteboard writing something like this:

```
1  HM<S, I> dict = new HM<S, I>().
2  dict.put("left", 1);
3  ...      "right", 2
4  ...      "top", 3
5  ...      "bottom", 4
```

The candidate would need to explain the abbreviations, but most interviewers wouldn't mind.

#### Ease of Use

Some operations are easier in some languages than others. For example, in Python, you can very easily return multiple values from a function. In Java, the same action would require a new class. This can be handy for certain problems.

Similar to the above though, this can be mitigated by just abbreviating code or presuming methods that you don't actually have. For example, if one language provides a function to transpose a matrix and another language doesn't, this doesn't necessarily make the first language much better to code in (for a problem that needs such a function). You could just assume that the other language has a similar method.

## ▸ What Good Coding Looks Like

You probably know by now that employers want to see that you write "good, clean" code. But what does this really mean, and how is this demonstrated in an interview?

Broadly speaking, good code has the following properties:

- **Correct:** The code should operate correctly on all expected and unexpected inputs.
- **Efficient:** The code should operate as efficiently as possible in terms of both time and space. This "efficiency" includes both the asymptotic (big O) efficiency and the practical, real-life efficiency. That is, a

### Company Stability

All else being equal, of course stability is a good thing. No one wants to be fired or laid off.

However, all else isn't actually equal. The more stable companies are also often growing more slowly.

How much emphasis you should put on company stability really depends on you and your values. For some candidates, stability should not be a large factor. Can you fairly quickly find a new job? If so, it might be better to take the rapidly growing company, even if it's unstable? If you have work visa restrictions or just aren't confident in your ability to find something new, stability might be more important.

### The Happiness Factor

Last but not least, you should of course consider how happy you will be. Any of the following factors may impact that:

- *The Product:* Many people look heavily at what product they are building, and of course this matters a bit. However, for most engineers, there are more important factor, such as who you work with.
- *Manager and Teammates:* When people say that they love, or hate, their job, it's often because of their teammates and their manager. Have you met them? Did you enjoy talking with them?
- *Company Culture:* Culture is tied to everything from how decisions get made, to the social atmosphere, to how the company is organized. Ask your future teammates how they would describe the culture.
- *Hours:* Ask future teammates about how long they typically work, and figure out if that meshes with your lifestyle. Remember, though, that hours before major deadlines are typically much longer.

Additionally, note that if you are given the opportunity to switch teams easily (like you are at Google and Facebook), you'll have an opportunity to find a team and product that matches you well.

## ▸ Negotiation

Years ago, I signed up for a negotiations class. On the first day, the instructor asked us to imagine a scenario where we wanted to buy a car. Dealership A sells the car for a fixed $20,000—no negotiating. Dealership B allows us to negotiate. How much would the car have to be (after negotiating) for us to go to Dealership B? (Quick! Answer this for yourself!)

On average, the class said that the car would have to be $750 cheaper. In other words, students were willing to pay $750 just to avoid having to negotiate for an hour or so. Not surprisingly, in a class poll, most of these students also said they didn't negotiate their job offer. They just accepted whatever the company gave them.

Many of us can probably sympathize with this position. Negotiation isn't fun for most of us. But still, the financial benefits of negotiation are usually worth it.

Do yourself a favor. Negotiate. Here are some tips to get you started.

1. *Just Do It.* Yes, I know it's scary; (almost) no one likes negotiating. But it's so, so worth it. Recruiters will not revoke an offer because you negotiated, so you have little to lose. This is especially true if the offer is from a larger company. You probably won't be negotiating with your future teammates.
2. *Have a Viable Alternative.* Fundamentally, recruiters negotiate with you because they're concerned you may not join the company otherwise. If you have alternative options, that will make their concern much more real.
3. *Have a Specific "Ask":* It's more effective to ask for an additional $7000 in salary than to just ask for "more."

After all, if you just ask for more, the recruiter could throw in another $1000 and technically have satisfied your wishes.

4. *Overshoot:* In negotiations, people usually don't agree to whatever you demand. It's a back and forth conversation. Ask for a bit more than you're really hoping to get, since the company will probably meet you in the middle.
5. *Think Beyond Salary:* Companies are often more willing to negotiate on non-salary components, since boosting your salary too much could mean that they're paying you more than your peers. Consider asking for more equity or a bigger signing bonus. Alternatively, you may be able to ask for your relocation benefits in cash, instead of having the company pay directly for the moving fees. This is a great avenue for many college students, whose actual moving expenses are fairly cheap.
6. *Use Your Best Medium:* Many people will advise you to only negotiate over the phone. To a certain extent, they're right; it is better to negotiate over the phone. However, if you don't feel comfortable on a phone negotiation, do it via email. It's more important that you attempt to negotiate than that you do it via a specific medium.

Additionally, if you're negotiating with a big company, you should know that they often have "levels" for employees, where all employees at a particular level are paid around the same amount. Microsoft has a particularly well-defined system for this. You can negotiate within the salary range for your level, but going beyond that requires bumping up a level. If you're looking for a big bump, you'll need to convince the recruiter and your future team that your experience matches this higher level—a difficult, but feasible, thing to do.

## On the Job

Navigating your career path doesn't end at the interview. In fact, it's just getting started. Once you actually join a company, you need to start thinking about your career path. Where will you go from here, and how will you get there?

### Set a Timeline

It's a common story: you join a company, and you're psyched. Everything is great. Five years later, you're still there. And it's then that you realize that these last three years didn't add much to your skill set or to your resume. Why didn't you just leave after two years?

When you're enjoying your job, it's very easy to get wrapped up in it and not realize that your career is not advancing. This is why you should outline your career path before starting a new job. Where do you want to be in ten years? And what are the steps necessary to get there? In addition, each year, think about what the next year of experience will bring you and how your career or your skill set advanced in the last year.

By outlining your path in advance and checking in on it regularly, you can avoid falling into this complacency trap.

### Build Strong Relationships

When you want to move on to something new, your network will be critical. After all, applying online is tricky; a personal referral is much better, and your ability to do so hinges on your network.

At work, establish strong relationships with your manager and teammates. When employees leave, keep in touch with them. Just a friendly note a few weeks after their departure will help to bridge that connection from a work acquaintance to a personal acquaintance.

Imagine you have a conveyor belt that transfers items across a factory. Latency is the time it takes an item to go from one side to another. Throughput is the number of items that roll off the conveyor belt per second.

- Building a fatter conveyor belt will not change latency. It will, however, change throughput and bandwidth. You can get more items on the belt, thus transferring more in a given unit of time.
- Shortening the belt will decrease latency, since items spend less time in transit. It won't change the throughput or bandwidth. The same number of items will roll off the belt per unit of time.
- Making a faster conveyor belt will change all three. The time it takes an item to travel across the factory decreases. More items will also roll off the conveyor belt per unit of time.
- Bandwidth is the number of items that can be transferred per unit of time, in the best possible conditions. Throughput is the time it really takes, when the machines perhaps aren't operating smoothly.

Latency can be easy to disregard, but it can be very important in particular situations. For example, if you're playing certain online games, latency can be a very big deal. How can you play a typical online sports game (like a two-player football game) if you aren't notified very quickly of your opponent's movement? Additionally, unlike throughput where at least you have the option of speeding things up through data compression, there is often little you can do about latency.

#### MapReduce

MapReduce is often associated with Google, but it's used much more broadly than that. A MapReduce program is typically used to process large amounts of data.

As its name suggests, a MapReduce program requires you to write a Map step and a Reduce step. The rest is handled by the system.

- `Map` takes in some data and emits a `<key, value>` pair.
- `Reduce` takes a key and a set of associated values and "reduces" them in some way, emitting a new key and value. The results of this might be fed back into the `Reduce` program for more reducing.

MapReduce allows us to do a lot of processing in parallel, which makes processing huge amounts of data more scalable.

For more information, see "MapReduce" on page 642.

## Considerations

In addition to the earlier concepts to learn, you should consider the following issues when designing a system.

- **Failures**: Essentially any part of a system can fail. You'll need to plan for many or all of these failures.
- **Availability and Reliability**: Availability is a function of the percentage of time the system is operational. Reliability is a function of the probability that the system is operational for a certain unit of time.
- **Read-heavy vs. Write-heavy**: Whether an application will do a lot of reads or a lot of writes impacts the design. If it's write-heavy, you could consider queuing up the writes (but think about potential failure here!). If it's read-heavy, you might want to cache. Other design decisions could change as well.
- **Security**: Security threats can, of course, be devastating for a system. Think about the types of issues a system might face and design around those.

This is just to get you started with the potential issues for a system. Remember to be open in your interview about the tradeoffs.

## There is no "perfect" system.

There is no single design for TinyURL or Google Maps or any other system that works perfectly (although there are a great number that would work terribly). There are always tradeoffs. Two people could have substantially different designs for a system, with both being excellent given different assumptions.

Your goal in these problems is to be able to understand use cases, scope a problem, make reasonable assumptions, create a solid design based on those assumptions, and be open about the weaknesses of your design. Do not expect something perfect.

## Example Problem

*Given a list of millions of documents, how would you find all documents that contain a list of words? The words can appear in any order, but they must be complete words. That is, "book" does not match "bookkeeper."*

Before we start solving the problem, we need to understand whether this is a one time only operation, or if this `findWords` procedure will be called repeatedly. Let's assume that we will be calling `findWords` many times for the same set of documents, and, therefore, we can accept the burden of pre-processing.

### Step 1

The first step is to pretend we just have a few dozen documents. How would we implement `findWords` in this case? (Tip: stop here and try to solve this yourself before reading on.)

One way to do this is to pre-process each document and create a hash table index. This hash table would map from a word to a list of the documents that contain that word.

```
"books" -> {doc2, doc3, doc6, doc8}
"many"  -> {doc1, doc3, doc7, doc8, doc9}
```

To search for "`many books`," we would simply do an intersection on the values for "`books`" and "`many`", and return `{doc3, doc8}` as the result.

### Step 2

Now go back to the original problem. What problems are introduced with millions of documents? For starters, we probably need to divide up the documents across many machines. Also, depending on a variety of factors, such as the number of possible words and the repetition of words in a document, we may not be able to fit the full hash table on one machine. Let's assume that this is the case.

This division introduces the following key concerns:

1. How will we divide up our hash table? We could divide it up by keyword, such that a given machine contains the full document list for a given word. Or, we could divide by document, such that a machine contains the keyword mapping for only a subset of the documents.
2. Once we decide how to divide up the data, we may need to process a document on one machine and push the results off to other machines. What does this process look like? (Note: if we divide the hash table by document, this step may not be necessary.)
3. We will need a way of knowing which machine holds a piece of data. What does this lookup table look like, and where is it stored?

These are just three concerns. There may be many others.

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3. We will need a way of knowing which machine holds a piece of data. What does this lookup table look like, and where is it stored?

These are just three concerns. There may be many others.

### Step 3

In Step 3, we find solutions to each of these issues. One solution is to divide up the words alphabetically by keyword, such that each machine controls a range of words (e.g., "after" through "apple").

We can implement a simple algorithm in which we iterate through the keywords alphabetically, storing as much data as possible on one machine. When that machine is full, we can move to the next machine.

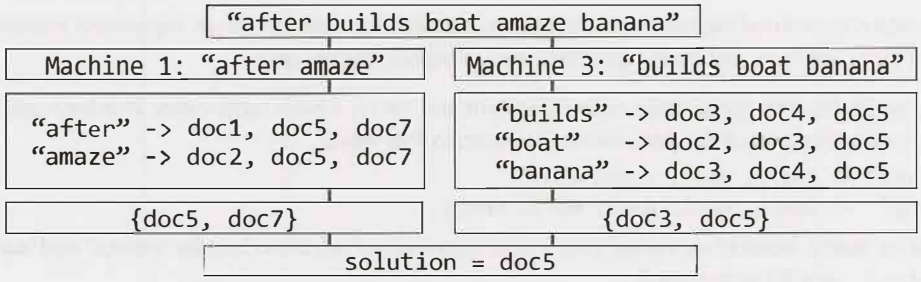
The advantage of this approach is that the lookup table is small and simple (since it must only specify a range of values), and each machine can store a copy of the lookup table. However, the disadvantage is that if new documents or words are added, we may need to perform an expensive shift of keywords.

To find all the documents that match a list of strings, we would first sort the list and then send each machine a lookup request for the strings that the machine owns. For example, if our string is "after builds boat amaze banana", machine 1 would get a lookup request for {"after", "amaze"}.

Machine 1 looks up the documents containing "after" and "amaze," and performs an intersection on these document lists. Machine 3 does the same for {"banana", "boat", "builds"}, and intersects their lists.

In the final step, the initial machine would do an intersection on the results from Machine 1 and Machine 3.

The following diagram explains this process.




## Interview Questions

These questions are designed to mirror a real interview, so they will not always be well defined. Think about what questions you would ask your interviewer and then make reasonable assumptions. You may make different assumptions than us, and that will lead you to a very different design. That's okay!

**9.1** **Stock Data:** Imagine you are building some sort of service that will be called by up to 1,000 client applications to get simple end-of-day stock price information (open, close, high, low). You may assume that you already have the data, and you can store it in any format you wish. How would you design the client-facing service that provides the information to client applications? You are responsible for the development, rollout, and ongoing monitoring and maintenance of the feed. Describe the different methods you considered and why you would recommend your approach. Your service can use any technologies you wish, and can distribute the information to the client applications in any mechanism you choose.

*Hints: #385, #396*

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# 11

# Testing

Before you flip past this chapter saying, "but I'm not a tester," stop and think. Testing is an important task for a software engineer, and for this reason, testing questions may come up during your interview. Of course, if you are applying for Testing roles (or Software Engineer in Test), then that's all the more reason why you need to pay attention.

Testing problems usually fall under one of four categories: (1) Test a real world object (like a pen); (2) Test a piece of software; (3) Write test code for a function; (4) Troubleshoot an existing issue. We'll cover approaches for each of these four types.

Remember that all four types require you to not make an assumption that the input or the user will play nice. Expect abuse and plan for it.

## What the Interviewer Is Looking For

At their surface, testing questions seem like they're just about coming up with an extensive list of test cases. And to some extent, that's right. You do need to come up with a reasonable list of test cases.

But in addition, interviewers want to test the following:

- *Big Picture Understanding:* Are you a person who understands what the software is really about? Can you prioritize test cases properly? For example, suppose you're asked to test an e-commerce system like Amazon. It's great to make sure that the product images appear in the right place, but it's even more important that payments work reliably, products are added to the shipment queue, and customers are never double charged.
- *Knowing How the Pieces Fit Together:* Do you understand how software works, and how it might fit into a greater ecosystem? Suppose you're asked to test Google Spreadsheets. It's important that you test opening, saving, and editing documents. But, Google Spreadsheets is part of a larger ecosystem. You need to test integration with Gmail, with plug-ins, and with other components.
- *Organization:* Do you approach the problem in a structured manner, or do you just spout off anything that comes to your head? Some candidates, when asked to come up with test cases for a camera, will just state anything and everything that comes to their head. A good candidate will break down the parts into categories like Taking Photos, Image Management, Settings, and so on. This structured approach will also help you to do a more thorough job creating the test cases.
- *Practicality:* Can you actually create reasonable testing plans? For example, if a user reports that the software crashes when they open a specific image, and you just tell them to reinstall the software, that's typically not very practical. Your testing plans need to be feasible and realistic for a company to implement.

Demonstrating these aspects will show that you will be a valuable member of the testing team.

## Testing a Real World Object

Some candidates are surprised to be asked questions like how to test a pen. After all, you should be testing software, right? Maybe, but these "real world" questions are still very common. Let's walk through this with an example.

Question: How would you test a paperclip?

**Step 1: Who will use it? And why?**

You need to discuss with your interviewer who is using the product and for what purpose. The answer may not be what you think. The answer could be "by teachers, to hold papers together," or it could be "by artists, to bend into the shape of animal." Or, it could be both. The answer to this question will shape how you handle the remaining questions.

**Step 2: What are the use cases?**

It will be useful for you to make a list of the use cases. In this case, the use case might be simply fastening paper together in a non-damaging (to the paper) way.

For other questions, there might be multiple use cases. It might be, for example, that the product needs to be able to send and receive content, or write and erase, and so on.

**Step 3: What are the bounds of use?**

The bounds of use might mean holding up to thirty sheets of paper in a single usage without permanent damage (e.g., bending), and thirty to fifty sheets with minimal permanent bending.

The bounds also extend to environmental factors as well. For example, should the paperclip work during very warm temperatures (90 - 110 degrees Fahrenheit)? What about extreme cold?

**Step 4: What are the stress / failure conditions?**

No product is fail-proof, so analyzing failure conditions needs to be part of your testing. A good discussion to have with your interviewer is about when it's acceptable (or even necessary) for the product to fail, and what failure should mean.

For example, if you were testing a laundry machine, you might decide that the machine should be able to handle at least 30 shirts or pants. Loading 30 - 45 pieces of clothing may result in minor failure, such as the clothing being inadequately cleaned. At more than 45 pieces of clothing, extreme failure might be acceptable. However, extreme failure in this case should probably mean the machine never turning on the water. It should certainly *not* mean a flood or a fire.

**Step 5: How would you perform the testing?**

In some cases, it might also be relevant to discuss the details of performing the testing. For example, if you need to make sure a chair can withstand normal usage for five years, you probably can't actually place it in a home and wait five years. Instead, you'd need to define what "normal" usage is (How many "sits" per year on the seat? What about the armrest?). Then, in addition to doing some manual testing, you would likely want a machine to automate some of the usage.

#### Step 2: Define the expected result

Often, the expected result is obvious: the right output. However, in some cases, you might want to validate additional aspects. For instance, if the `sort` method returns a new sorted copy of the array, you should probably validate that the original array has not been touched.

#### Step 3: Write test code

Once you have the test cases and results defined, writing the code to implement the test cases should be fairly straightforward. Your code might look something like:

```
1  void testAddThreeSorted() {
2     MyList list = new MyList();
3     list.addThreeSorted(3, 1, 2); // Adds 3 items in sorted order
4     assertEquals(list.getElement(0), 1);
5     assertEquals(list.getElement(1), 2);
6     assertEquals(list.getElement(2), 3);
7  }
```

## Troubleshooting Questions

A final type of question is explaining how you would debug or troubleshoot an existing issue. Many candidates balk at a question like this, giving unrealistic answers like "reinstall the software." You can approach these questions in a structured manner, like anything else.

Let's walk through this problem with an example: You're working on the Google Chrome team when you receive a bug report: Chrome crashes on launch. What would you do?

Reinstalling the browser might solve this user's problem, but it wouldn't help the other users who might be experiencing the same issue. Your goal is to understand what's *really* happening, so that the developers can fix it.

#### Step 1: Understand the Scenario

The first thing you should do is ask questions to understand as much about the situation as possible.

- How long has the user been experiencing this issue?
- What version of the browser is it? What operating system?
- Does the issue happen consistently, or how often does it happen? When does it happen?
- Is there an error report that launches?

#### Step 2: Break Down the Problem

Now that you understand the details of the scenario, you want to break down the problem into testable units. In this case, you can imagine the flow of the situation as follows:

1. Go to Windows Start menu.
2. Click on Chrome icon.
3. Browser instance starts.
4. Browser loads settings.
5. Browser issues HTTP request for homepage.

6. Browser gets HTTP response.
7. Browser parses webpage.
8. Browser displays content.

At some point in this process, something fails and it causes the browser to crash. A strong tester would iterate through the elements of this scenario to diagnose the problem.

#### Step 3: Create Specific, Manageable Tests

Each of the above components should have realistic instructions—things that you can ask the user to do, or things that you can do yourself (such as replicating steps on your own machine). In the real world, you will be dealing with customers, and you can't give them instructions that they can't or won't do.

## Interview Questions

**11.1** **Mistake:** Find the mistake(s) in the following code:

```
unsigned int i;
for (i = 100; i >= 0; --i)
   printf("%d\n", i);
```

*Hints: #257, #299, #362*

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**11.2** **Random Crashes:** You are given the source to an application which crashes when it is run. After running it ten times in a debugger, you find it never crashes in the same place. The application is single threaded, and uses only the C standard library. What programming errors could be causing this crash? How would you test each one?

*Hints: #325*

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**11.3** **Chess Test:** We have the following method used in a chess game: `boolean canMoveTo(int x, int y)`. This method is part of the `Piece` class and returns whether or not the piece can move to position `(x, y)`. Explain how you would test this method.

*Hints: #329, #401*

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**11.4** **No Test Tools:** How would you load test a webpage without using any test tools?

*Hints: #313, #345*

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**11.5** **Test a Pen:** How would you test a pen?

*Hints: #140, #164, #220*

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**11.6** **Test an ATM:** How would you test an ATM in a distributed banking system?

*Hints: #210, #225, #268, #349, #393*

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Hints start on page 662.

# 15

# Threads and Locks

In a Microsoft, Google or Amazon interview, it's not terribly common to be asked to implement an algorithm with threads (unless you're working in a team for which this is a particularly important skill). It is, however, relatively common for interviewers at any company to assess your general understanding of threads, particularly your understanding of deadlocks.

This chapter will provide an introduction to this topic.

## Threads in Java

Every thread in Java is created and controlled by a unique object of the `java.lang.Thread` class. When a standalone application is run, a user thread is automatically created to execute the `main()` method. This thread is called the main thread.

In Java, we can implement threads in one of two ways:

- By implementing the `java.lang.Runnable` interface
- By extending the `java.lang.Thread` class

We will cover both of these below.

### Implementing the Runnable Interface

The `Runnable` interface has the following very simple structure.

```
1  public interface Runnable {
2    void run();
3  }
```

To create and use a thread using this interface, we do the following:

1. Create a class which implements the `Runnable` interface. An object of this class is a `Runnable` object.
2. Create an object of type `Thread` by passing a `Runnable` object as argument to the `Thread` constructor. The `Thread` object now has a `Runnable` object that implements the `run()` method.
3. The `start()` method is invoked on the `Thread` object created in the previous step.

For example:

```
1  public class RunnableThreadExample implements Runnable {
2    public int count = 0;
3
4    public void run() {
5      System.out.println("RunnableThread starting.");
```

```
6        try {
7           while (count < 5) {
8              Thread.sleep(500);
9              count++;
10          }
11       } catch (InterruptedException exc) {
12          System.out.println("RunnableThread interrupted.");
13       }
14       System.out.println("RunnableThread terminating.");
15    }
16 }
17
18 public static void main(String[] args) {
19    RunnableThreadExample instance = new RunnableThreadExample();
20    Thread thread = new Thread(instance);
21    thread.start();
22
23    /* waits until above thread counts to 5 (slowly) */
24    while (instance.count != 5) {
25       try {
26          Thread.sleep(250);
27       } catch (InterruptedException exc) {
28          exc.printStackTrace();
29       }
30    }
31 }
```

In the above code, observe that all we really needed to do is have our class implement the `run()` method (line 4). Another method can then pass an instance of the class to new `Thread(obj)` (lines 19 - 20) and call `start()` on the thread (line 21).

#### Extending the Thread Class

Alternatively, we can create a thread by extending the `Thread` class. This will almost always mean that we override the `run()` method, and the subclass may also call the thread constructor explicitly in its constructor.

The below code provides an example of this.

```
1  public class ThreadExample extends Thread {
2     int count = 0;
3
4     public void run() {
5        System.out.println("Thread starting.");
6        try {
7           while (count < 5) {
8              Thread.sleep(500);
9              System.out.println("In Thread, count is " + count);
10             count++;
11          }
12       } catch (InterruptedException exc) {
13          System.out.println("Thread interrupted.");
14       }
15       System.out.println("Thread terminating.");
16    }
17 }
18
```

To prevent infinite loops, we just need to detect cycles. One way to do this is to create a hash table where we set `hash[v]` to `true` after we visit page `v`.

We can crawl the web using breadth-first search. Each time we visit a page, we gather all its links and insert them at the end of a queue. If we've already visited a page, we ignore it.

This is great—but what does it mean to visit page `v`? Is page `v` defined based on its content or its URL?

If it's defined based on its URL, we must recognize that URL parameters might indicate a completely different page. For example, the page `www.careercup.com/page?pid=microsoft-interview-questions` is totally different from the page `www.careercup.com/page?pid=google-interview-questions`. But, we can also append URL parameters arbitrarily to any URL without truly changing the page, provided it's not a parameter that the web application recognizes and handles. The page `www.careercup.com?foobar=hello` is the same as `www.careercup.com`.

"Okay, then," you might say, "let's define it based on its content." That sounds good too, at first, but it also doesn't quite work. Suppose I have some randomly generated content on the careercup.com home page. Is it a different page each time you visit it? Not really.

The reality is that there is probably no perfect way to define a "different" page, and this is where this problem gets tricky.

One way to tackle this is to have some sort of estimation for degree of similarity. If, based on the content and the URL, a page is deemed to be sufficiently similar to other pages, we *deprioritize* crawling its children. For each page, we would come up with some sort of signature based on snippets of the content and the page's URL.

Let's see how this would work.

We have a database which stores a list of items we need to crawl. On each iteration, we select the highest priority page to crawl. We then do the following:

1. Open up the page and create a signature of the page based on specific subsections of the page and its URL.
2. Query the database to see whether anything with this signature has been crawled recently.
3. If something with this signature has been recently crawled, insert this page back into the database at a low priority.
4. If not, crawl the page and insert its links into the database.

Under the above implementation, we never "complete" crawling the web, but we will avoid getting stuck in a loop of pages. If we want to allow for the possibility of "finishing" crawling the web (which would clearly happen only if the "web" were actually a smaller system, like an intranet), then we can set a minimum priority that a page must have to be crawled.

This is just one, simplistic solution, and there are many others that are equally valid. A problem like this will more likely resemble a conversation with your interviewer which could take any number of paths. In fact, the discussion of this problem could have taken the path of the very next problem.

**9.4** **Duplicate URLs:** You have 10 billion URLs. How do you detect the duplicate documents? In this case, assume "duplicate" means that the URLs are identical.

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## SOLUTION

Just how much space do 10 billion URLs take up? If each URL is an average of 100 characters, and each character is 4 bytes, then this list of 10 billion URLs will take up about 4 terabytes. We are probably not going to hold that much data in memory.

But, let's just pretend for a moment that we were miraculously holding this data in memory, since it's useful to first construct a solution for the simple version. Under this version of the problem, we would just create a hash table where each URL maps to `true` if it's already been found elsewhere in the list. (As an alternative solution, we could sort the list and look for the duplicate values that way. That will take a bunch of extra time and offers few advantages.)

Now that we have a solution for the simple version, what happens when we have all 4000 gigabytes of data and we can't store it all in memory? We could solve this either by storing some of the data on disk or by splitting up the data across machines.

### Solution #1: Disk Storage

If we stored all the data on one machine, we would do two passes of the document. The first pass would split the list of URLs into 4000 chunks of 1 GB each. An easy way to do that might be to store each URL u in a file named `<x>.txt` where `x = hash(u) % 4000`. That is, we divide up the URLs based on their hash value (modulo the number of chunks). This way, all URLs with the same hash value would be in the same file.

In the second pass, we would essentially implement the simple solution we came up with earlier: load each file into memory, create a hash table of the URLs, and look for duplicates.

### Solution #2: Multiple Machines

The other solution is to perform essentially the same procedure, but to use multiple machines. In this solution, rather than storing the data in file `<x>.txt`, we would send the URL to machine `x`.

Using multiple machines has pros and cons.

The main pro is that we can parallelize the operation, such that all 4000 chunks are processed simultaneously. For large amounts of data, this might result in a faster solution.

The disadvantage though is that we are now relying on 4000 different machines to operate perfectly. That may not be realistic (particularly with more data and more machines), and we'll need to start considering how to handle failure. Additionally, we have increased the complexity of the system simply by involving so many machines.

Both are good solutions, though, and both should be discussed with your interviewer.

# XIV

## About the Author

**Gayle Laakmann McDowell** has a strong background in software development with extensive experience on both sides of the hiring table.

She has worked for Microsoft, Apple, and Google as a software engineer. She spent three years at Google, where she was one of the top interviewers and served on the hiring committee. She interviewed hundreds of candidates in the U.S. and abroad, assessed thousands of candidate interview packets for the hiring committee, and reviewed many more resumes.

As a candidate, she interviewed with—and received offers from—twelve tech companies, including Microsoft, Google, Amazon, IBM, and Apple.

Gayle founded CareerCup to enable candidates to perform at their best during these challenging interviews. CareerCup.com offers a database of thousands of interview questions from major companies and a forum for interview advice.

In addition to ***Cracking the Coding Interview***, Gayle has written other two books:

- ***Cracking the Tech Career: Insider Advice on Landing a Job at Google, Microsoft, Apple, or Any Top Tech Company*** provides a broader look at the interview process for major tech companies. It offers insight into how anyone, from college freshmen to marketing professionals, can position themselves for a career at one of these companies.
- ***Cracking the PM Interview: How to Land a Product Manager Job in Technology*** focuses on product management roles at startups and big tech companies. It offers strategies to break into these roles and teaches job seekers how to prepare for PM interviews.

Through her role with CareerCup, she consults with tech companies on their hiring process, leads technical interview training workshops, and coaches engineers at startups for acquisition interviews.

She holds bachelor's degree and master's degrees in computer science from the University of Pennsylvania and an MBA from the Wharton School.

She lives in Palo Alto, California, with her husband, two sons, dog, and computer science books. She still codes daily.

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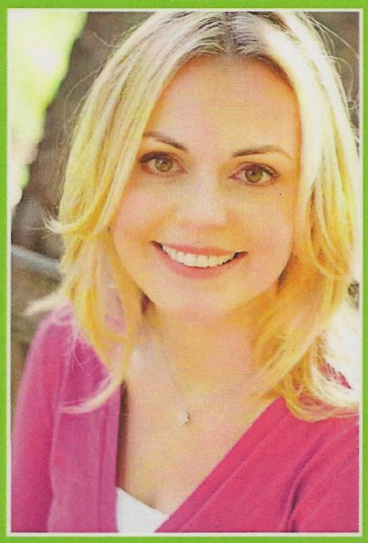


## GAYLE LAAKMANN MCDOWELL

Gayle Laakmann McDowell is the founder and CEO of CareerCup and the author of Cracking the PM Interview and Cracking the Tech Career.

Gayle has a strong background in software development, having worked as a software engineer at Google, Microsoft, and Apple. At Google, she interviewed hundreds of software engineers and evaluated thousands of hiring packets as part of the hiring committee. She holds a B.S.E. and M.S.E. in computer science from the University of Pennsylvania and an MBA from the Wharton School.

She now consults with tech companies to improve their hiring process and with startups to prepare them for acquisition interviews.



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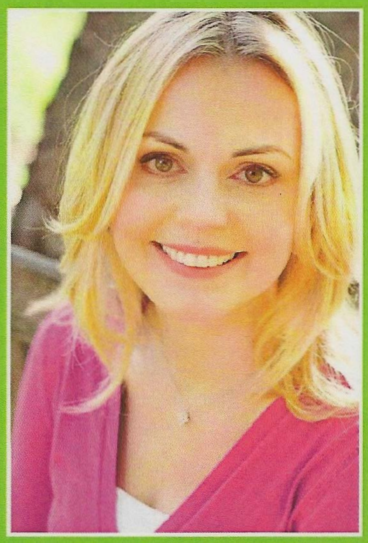


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