Table of Contents

[What does Companies look for in you? 3](#_Toc511424182)

[Facebook: 3](#_Toc511424183)

[Amazon: 3](#_Toc511424184)

[Tell me about yourself 3](#_Toc511424185)

[Current Company 3](#_Toc511424186)

[Tell us about your current position 3](#_Toc511424187)

[Why are you switching from your company? 4](#_Toc511424188)

[Ideal work environment 4](#_Toc511424189)

[what you’re looking for at 4](#_Toc511424190)

[Facebook: 4](#_Toc511424191)

[Why are you interested in? 4](#_Toc511424192)

[Facebook: 4](#_Toc511424193)

[what you would improve/change at 4](#_Toc511424194)

[Facebook 4](#_Toc511424195)

[What does it mean to be successful? 5](#_Toc511424196)

[Where do you see yourself? 5](#_Toc511424197)

[1 Year: 5](#_Toc511424198)

[5 Year: 5](#_Toc511424199)

[10 Year: 5](#_Toc511424200)

[20 Year: 5](#_Toc511424201)

[What would you like to learn at? 5](#_Toc511424202)

[Facebook 5](#_Toc511424203)

[Strengths 5](#_Toc511424204)

[Weakness 6](#_Toc511424205)

[Why should we hire YOU? 6](#_Toc511424206)

[Accomplishments / What are you most proud of? 6](#_Toc511424207)

[What was the best decision you ever made? 6](#_Toc511424208)

[Team Work 6](#_Toc511424209)

[How do you collaborate with their peers? 6](#_Toc511424210)

[Prefer working alone or in teams? 6](#_Toc511424211)

[Conflicts & Disagreements 6](#_Toc511424212)

[Time when you disagreed with your supervisor 7](#_Toc511424213)

[Time when you disagreed with your Peer 7](#_Toc511424214)

[people disagree with your ideas / How do you deal with conflict? 7](#_Toc511424215)

[People don’t like you 7](#_Toc511424216)

[Time when you advocated for and pushed your own ideas forward despite opposition? 7](#_Toc511424217)

[Competitiveness 8](#_Toc511424218)

[How do you deal with competition? Are you a competitive person? 8](#_Toc511424219)

[Taking Initiatives & Lead 8](#_Toc511424220)

[Example when you took initiative and lead the project 8](#_Toc511424221)

[Requirements were ambiguous 8](#_Toc511424222)

[What motivates you to go the extra mile on a project or job? 9](#_Toc511424223)

[Creativity 9](#_Toc511424224)

[Most creative thing you have ever done 9](#_Toc511424225)

[Mentoring 9](#_Toc511424226)

[How do you like to give and receive feedback? 9](#_Toc511424227)

[Goal Setting, Planning & Failures 9](#_Toc511424228)

[An important goal you had to set 9](#_Toc511424229)

[Example of a problem you faced on the job 10](#_Toc511424230)

[Example of most challenging project 10](#_Toc511424231)

[Situation where you have failed & what you learnt from it 11](#_Toc511424232)

[Situation where you messed up & Learned from your mistakes? 11](#_Toc511424233)

[Retrospection 12](#_Toc511424234)

[Not very satisfied with your own performance. What did you do about it? 12](#_Toc511424235)

[What could you have done better? 12](#_Toc511424236)

[Passionate about 12](#_Toc511424237)

[Technologies 12](#_Toc511424238)

[Tell me something about yourself that is not on your resume 12](#_Toc511424239)

[How will you fit in a start up? 12](#_Toc511424240)

# What does Companies look for in you?

## Facebook:

* Bold - risk-taking,
* Impact – take up tough challenges. collaboration with real human beings
* Move fast – fail fast. took the initiative
* Be open – constructive criticism. Open cube seating. And collaboration
* Build social value –
* Passionate about work -

## Amazon:

1. **Customer obsession**
2. **Ownership -**  the obligation to pursue making something better
3. **Invent & Simplify**
4. **Are right, a lot –** change ideas often are right a lot. Incorporate other ideas.
5. Hire and Develop the Best
6. **Insist on the Highest Standards**
7. **Think Big**
8. **Bias for action** -  Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.
9. Frugality
10. Vocally Self Critical
11. Earn the trust of others
12. **Dive Deep –** for understanding and accountability
13. **Disagree & Commit**
14. **Deliver results**

# Tell me about yourself

>> Brief intro.

I did my Masters in Telecommunication and Networking program at Upenn. My area of interest in my masters was in Internet web systems, distributed systems, software engineering, big data.

I have been in the Industry for almost 6 Years since then. Out of college, I was working as a Web Developer for ReadySetWork.com, a start-up that focuses on streamlining the schedule management for small businesses.

After that I was worked at Altera for four years. I prototyped and architected a new System design tool, which helped shape the future direction of the team.

Currently, I am at VMware working on the Networking and Security product, NSX. My team specifically focuses on providing insights into what really happens inside the data center in terms of network activity patterns and enable customers to apply firewall rules if there are any un-desired activity.

I enjoy taking up new challenges which makes a greater impact and thereby enabling me to learn more and grow. I love developing good quality systems with the focus on Test driven development.

# Current Company

## Tell us about your current position

I am at VMware working on the Networking and Security product, NSX. My team specifically focuses on providing insights into what really happens inside the data center in terms of network activity patterns and enable customers to apply firewall rules if there are any un-desired activity.

# Why are you switching from your company?

I am someone who believes that the work I do should make someone’s life little better. At, VMware the work I do is very interesting. I am learning a lot however, I don’t feel like my work makes much of an impact.

# Ideal work environment

* Work is meaningful & makes an impact.
* Ability to learn new things technically and from each other in the team
* Encourages open feedback and constructive criticism
* Place where things moves fast
* Compensated appropriately

# what you’re looking for at

## Facebook:

1. Challenging work environment where I can make a meaningful impact and contribute
2. Fast paced environment where I can build things quickly
3. An open culture where my work would be reviewed and given constructive feedback, which would help me grow

# Why are you interested in?

## Facebook:

The first and foremost for me is that I will have the ability to impact the lives of billions of people around the world. I truly want to say, I make the lives of people better and I want to wake up every day excited to go to work.

Technically – it’s one of the largest and most complicated system. You guys tackle the hardest technical problems in large scale that has never been seen before. I want to be a part of it and contribute and learn from talented and greatest minds along the way.

Culture & Atmosphere – I know facebook promotes openness and collaboration like no other company and I love that. It is hard to achieve that but I have heard from of your co-workers that every is trusted to do the right thing

In short, it’s one of the best places to work in the world.

# what you would improve/change at

## Facebook

1. Facebook media / Video player. Youtube has set a standard and there is a lot to catch up in that regard.
2. News feed search or browser. By date or by category etc
3. Trending news – more topics, subscription etc.

# What does it mean to be successful?

Being successful at a job to me means that my boss / manager has the at most trust in me in getting things done no matter what the job is. I strive to be the go-to person for any crisis and earn a reputation that if I am entrusted with some work, I would get it done. If, I am able to achieve that, then I would say I am being successful at my job.

# Where do you see yourself?

## 1 Year:

Finding a work place where I can contribute and make an impact. It should be place where I should be able to learn new things and make me feel that I in fact make a difference in the lives of people.

## 5 Year:

I am good at organizing and planning. So, I see myself becoming a manager where I can lead a team and influence others.

## 10 Year:

I always believe that one should never stop learning. I want to do an MBA program and learn the business aspects. At present my interests would be to focusing on startups.

## 20 Year:

I would want to start-up a business of my own.

# What would you like to learn at?

## Facebook

# Strengths

1. I’m good at building systems that are heavily tested. I am proud to say that I don’t have a single bug filed in features that I have developed over 4 years at Altera.
2. I move fast. I usually work in iterations. I usually try to get the whole flow working with minimal feature set. Later, I will keep iterating and improve on it.
3. I think from (customers/business/user’s) perspective. I deliver what I agreed upon and make sure they use it. I have been complemented specifically by my clients.
4. I am a good listener, organizer and planner.

# Weakness

1. I am pretty direct in expressing my opinions. I give credits where its due but, I bring up things if they aren’t right. Some people have been offended by my way of expression and I am learning to adapt how to express my view to different people to get the message across and get the best out of them.
2. Sometimes I bite more than I can chew. I have taken up things that can’t be done within a reasonable timeframe and I have suffered from it. I am learning to take more calculated risks.

# Why should we hire YOU?

*What can you do for us that someone else can not?*

# Accomplishments / What are you most proud of?

1. Building Qsys Pro.

# What was the best decision you ever made?

* Deciding to reply to an Internship-Application Rejection e-mail while I was in school. The smallest of the thing that I did changed my career & life and made me the person who I am today.

# Team Work

## How do you collaborate with their peers?

I enjoy and prefer face to face interactions. So, in any project that I am working closely with other folks, I stop by their place often to see if they are struggling with something or had any questions and update my progress. I think this helps build the relationship and work collectively as team to get things done.

I make myself available for the team so that I can enable them in any way possible

## Prefer working alone or in teams?

I enjoy working with people as you can bounce off ideas and get alternative solutions easily. However, saying that, when I am coding or in the flow, I usually work by myself and I like to focus and get things done without any distractions. So, I try to schedule my work hours appropriately. I get in early when there is less crowd and I get my things done.

# Conflicts & Disagreements

## Time when you disagreed with your supervisor

At Altera, me and my supervisor had a situation where we didn’t agree on the solution for a problem. It was whether to use existing UI components for the new tool or build a new one. To me, using existing UI components was such a hacky idea that I felt not comfortable doing it and but on the flip side, it was much faster as it was already built. But, I respect my manager and the experience he has so I ended up agreeing to disagree. We ended up committing to his solution. But I gave my best work of late during that project where I came up with crazy ideas to fit in old UI to a totally new Backend architecture and it is one of my very creative works so far. We have a patent pending on that particular implementation.

## Time when you disagreed with your Peer

## people disagree with your ideas / How do you deal with conflict?

It is very common in workplace that people bring conflicting and alternative ideas. In fact I believe that is really healthy and desired. When people disagree with my idea, I look at it in different way. I look at it as an alternative solution for the problem. So, I dig deep and try to understand where they are coming from and analyze pro’s and con’s of their idea and my idea and see what fits the problem that we are trying to solve better. I believe, the right solution should be pursued no matter who is suggesting the idea. Sometimes it’s good to get extra pair of eyes to brainstorm on the matter at hand.

## People don’t like you

Yes, In fact I am currently working with someone whom I found difficult to like as a person. He is stubborn and it is hard to convince him of other ideas. However, I know he is very talented individual and brings a lot to the table and I feel like I can learn from him. So, I just try to put my personal likes and dislikes aside and focus on the task at hand help out each other. I don’t think we will be good friends, but we work well together and get things done.

## Time when you advocated for and pushed your own ideas forward despite opposition?

There was a situation, when I was tasked to remove a lot of un-used code from the codebase in a short span of time. It was my first project after I joined VMware and I had to work with legacy codebase which no not many in the company had any idea about. I ended up deleting ~1500 source files and it had significant impact to the product as I might have deleted some code which would have hit in some corner flows.

Management was pushing and hurrying to get the changelist checked in a short time frame. But I was not 100% confident without sufficient amount of testing. So, I talked to my boss, and director to convince them to push to next release and I asked for a dedicated testing resource to help me testing all the customer flows that I am not aware of. We in-fact caught few bugs and I successfully pushed early in the next release without any breakdown and failures.

# Competitiveness

## How do you deal with competition? Are you a competitive person?

I am a competitive person. I enjoy competition as I think it brings the best in me. Atleast, I feel push yourself harder when you have someone on your heels and its not necessarily rivalry but more of a collective effort to get to the goal faster. I believe that’s how a team should grow.

# Taking Initiatives & Lead

## Example when you took initiative and lead the project

* Qsys Pro
  + Met the different teams. Asked about requirements, pain points.
* Building & Prototyping:
  + Move fast, iterations.
  + Asked people to try out.
* We were able to successfully release in time
* Mentoring
  + I had to lead two young engineers. We would often talk about how to do things and why I did it that way so that they can learn. I would encourage tell them challenge me if you feel something is not right.

Now the whole team was working on it and shaped the future direction of the team.

* Patent applied and approved

## Requirements were ambiguous

*Give me a scenario where the requirements were ambiguous, what did you do?*

*Tell me about a time when you had to work on a project with unclear responsibilities*

I was tasked to delete un-used source codes / deprecated code base and all I had was a source folder to start with. But there were many modules that could be potentially using that. It was really difficult that it no one had a good picture of what every module did and I all of the classes were loaded on runtime using spring. So, there is no concrete way to say these are not being used as there are no references.

I came up with multiple approaches to tackle this.

1. Use profiling tools to see if the classes have been invoked. But the problem is I do not know all the customer flows. So, I had to run the profiling in the QE’s team environment to see the hotspots of the classes that they were testing on.
2. Then I setup meeting with all the teams who had their codebase to get a clear picture of what to be kept and what to delete.
3. Also, I started trial and error of deleting everything and trying to bring back the appliance slowly. If something failed, I would bring only the required modules back. So, this is laboriously painful process.

But with the combination of all three approaches, I was able to successfully Identified and delete nearly 1500 source files. This whole project was attempted multiple times by multiple people over 6 years and I finally got it done.

## What motivates you to go the extra mile on a project or job?

To, me an extra mile on the job is something I can do and be of help for others. I do not count excelling in my tasks to be an extra mile as I believe it is the standard that I have for myself. So, I go as far as I can go if someone asks for any help or If I am helping the junior engineers in the team grow.

# Creativity

## Most creative thing you have ever done

## Tell me about a time when you gave a simple solution to a complex problem

* Qsys Pro, implementing two different Products in to the same codebase and both working simultaneously. Also retrofitting, the Old UI components to work with the new Data model design.
* Adapter for Old UI to new Data models; Converting back and forth.

# Mentoring

## How do you like to give and receive feedback?

I have been kind enough to get amazing mentors in my career, and I would like to return the favor in any way as possible. I know How much I have grown because of right mentorship and I would like to help other grow as well.

# Goal Setting, Planning & Failures

## An important goal you had to set

*Tell me about your progress in reaching that goal. What steps did you take?*

**Goal:** Getting better at expressing myself, public speaking and developing my leadership skills

**Steps taken:**

1. I took public speaking courses by attending part time colleges. It offered me a good platform to practice many speeches.
2. My previous manager was really supportive of my goal and he helped me grow as confident individual. He delegated many meetings that had to do to me and I represented my team and facilitated many cross-functional discussions.
3. I took on the initiative of being a liaison to Hardware teams who advises them on how to use the infrastructure that we are building on.
4. Personally, I am an introvert who was very shy. So, in order to push myself out of comfort zones, I travelled solo and which helped me become more outgoing. I think it also helped in my professional life in how to network with people from different backgrounds. Not just engineers.

**Outcomes**:

1. I had the opportunities to present to the whole R&D about the future direction of the team.
2. I was selected as an Emerging Leader in the R&D for year 2015 and I was part of a small selected group of talented individuals, around 20 from an org of more than 2000 that did management training. I believe I was the youngest among all the group.

## Example of a problem you faced on the job

*How did you resolve it?*

So, there was one instance, where our module suddenly started failing in the product. We hadn’t made any changes or anything recently that would cause it. So, I had to dig deeper to find out whats happening and it was an intermittent failure and it was not reproducible 100% of the time. It was a tough nut to crack.

So, we disabled that part of the feature temporarily to get others unblocked and I started to find the root cause. The issue was happening on the database query and I couldn’t go any further.

I believe the best way to deal with the challenge is to meet them Head-On. So, I downloaded the source code for the database and debugged the database code to see what’s going on. I was able to narrow it down to one method but didn’t have enough knowledge to proceed further. So, I sought help from the database team member and we debugged together to root cause the issue. We finally figured out that it was due to a race condition and we able to fix it quickly.

So, I usually try to face the new challenges as opportunity to learn new things and I am happy that I did because I could understand the workings of a database

## Example of most challenging project

*and what is that one thing you would have loved to do differently*

Yeah there was one particular release was very crazy with multi-tasking multiple projects across different languages and operating systems and making sure everything was done effectively.

It is a feature that I had to develop in C++ and QT framework in a particular release. that 3 to 4 months really stretched my comfort level I have to agree. I have never worked in c++ before. I have to learn c++ from scratch. learn QT framework. (UI framework used for the product). I had to learn internal API's and standards used within Altera.

And the added pressure of this UI feature was going to be the go to feature for all of Altera's users. It came up right on opening the tool. Apart from this I was also fixing bugs and building time critical small feature requests in Java that others were waiting on. At one point I had 4 different workspaces 2 for c++ , 2 for Java for 4 different codebases. switching from c++ coding to Java coding multiple times within a day. I also had to test my c++ features that it worked in windows and linux.

Do differently?

As, a new college grad, I wasn’t sure how to estimate the work and I sought my manager’s help in setting the estimation. However, I find out later that my boss did not know that I didn’t know C++. So, the estimation was way off.

## Situation where you have failed & what you learnt from it

To me, I consider I have failed when I let my manager / boss down in the sense I dint meet their expectation. I strive hard to be the go-to person to get the things done. Recently I had one such instance where I let my boss down. Next …

## Tell me about a time when you were wrong.

Suggested to build a new UI for the new tool, Qsys Pro. But, my manager was not interested in putting resource and time to build the new one. My reasoning was that it is not a clean technical solution. as there have to be lot of hacks to fit the old UI work with new data models.

He wanted to go with the old one.We agreed to disagree and we went with his idea to re-use the old UI modules.

Once we committed, I had to find clever ways to retrofit the old UI modules with new data models and intact some of my most creative work was done for this.

In retrospect, I feel thats the right decision, as we were able to deliver on time and make that release. which was instrumental and correct business decision even though it was a not a clean software solution.

## Situation where you messed up & Learned from your mistakes?

*Describe a situation where you messed up, or your results were not up to your supervisor's expectations. What action did you take? Were you discouraged by this?*

**Situation** */* **Task**:

It was the last day of code complete deadline for a release, and everyone was scrambling to get the code checked in. As a result, the automatic build system was broken which would validate the changes going in. I had last few changes to be checked in for the release and it was a simple bug fix.

**Approach**:

I fixed the bug, wrote few tests. Ran them locally and created a change set and tried to submit. As, the build system was broken, I couldn’t get it approved though the system and I had to get it approved manually. So, I asked my boss to give approval so that it could be merged. I got the approval and submitted. I was supposed to fly the same day out.

My change caused build breaks and a lot of people were unable to submit their changes. As, I was travelling I couldn’t address the issue quickly as well. So, it happened to be that I got complacent because it was a simple fix that missed a file in a change set and it merged because of manual approval.

**Results**:

* I apologized for my mistake to my boss for making her look bad in the org as she had given her approval and promised that this never happens again.
* I decided to never ask for manual override, as it increases the chances of breaks and if incase I have to get manual override, I would double check everything.
* Personally, it’s a lesson for me that I shouldn’t be complacent no matter the size of the work you I am doing.
* Also, I have decided to take up the broken build system that we have as a side project to fix it, so that we won’t have to suffer in the future.

## Tell the story of the last time you had to apologize to someone.

# Risk Taking

## Tell me about a time when you took a calculated risk.

## you had to deal with a very upset customer or co-worker.

# Customer Focus

## most difficult customer you ever dealt with? What did you do to make the customer satisfied?

# Retrospection

## Not very satisfied with your own performance. What did you do about it?

I can remember one instance when I was tasked to come up with a Functional Specification for a feature. This was when I was starting out my career. I tried to write the most complete document ever and perfect it. But, it happened to be that things are never going to be perfect. We had to change a lot due to other team’s priorities and almost most of the original document that I put together was now invalid.

Then I learnt a lesson to start prototyping faster so that it can go through multiple iterations and we could arrive at the solution faster. So, these days, be it document or coding, I try to prototype faster so that I will have more chance to correct if there are any failures and have more control on the outcome.

## What could you have done better?

*If you could go back in time and do one thing better what would that be?*

To take more risks when I was in school and did things that I really with the idea of learning rather than just the outcome.

# Passionate about

## Technologies

*What kinds of technologies are you most excited about?*

Distributed Systems – like Cassandra. Container technologies. BlockChain,

## Tell me something about yourself that is not on your resume

# How will you fit in a start up?

- even though I worked in a big company, my team is very small, consisting of 6 members.

We kind of operate like a start-up with extra burden of being in a corporate. We hold daily stand ups, we have a open desk setup, everyone is encouraged to question and comment on the code of others. The codebase is so huge that no one knows all parts of the code. So, collaboration is not just encouraged but more of a necessity.

Being at a large company, we have internal clients who we have to talk to directly and implement features for them. Most of the time they don't know what they really want from the infrastructure and we have to work with them to define the spec and implement. I usually provide quick prototypes to my clients so that they can test and provide me an opportunity to fine tune and rework if its necessary. I think that is one of biggest strengths. I make sure my clients are using my feature successfully.

So, I think I would fit in very well in a real startup.

# Amazon Stories:

1. **Customer obsession**

Example of a time when you did not meet a client’s expectation. What happened, and how did you attempt to rectify the situation

* Hps feature pack;
* Developed based on design spec. but its not what they wanted.
* So, Dive deep. Looked at What they had, and worked backwards to get them what they want.
* Dive deep, deliver results.

Tell the story of the last time you had to apologize to someone.

1. **Ownership -**  the obligation to pursue making something better

Tell me about a time when you had to leave a task unfinished.

1. **Invent & Simplify**
2. **Are right, a lot –** change ideas often are right a lot. Incorporate other ideas.
3. Hire and Develop the Best
4. Insist on the Highest Standards
5. **Think Big**
6. **Bias for action** -  Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.
7. Frugality
8. Vocally Self Critical
9. Earn the trust of others
10. **Dive Deep –** for understanding and accountability
11. **Disagree & Commit**
12. **Deliver results**

Customer obsession

Ownership

Invent & Simplify

Dive deep

Are right a lot

Disagree & commit

Bias for action

Deliver results

<https://www.thebalance.com/top-interview-questions-and-best-answers-2061225>

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<https://biginterview.com/blog/behavioral-interview-questions>

<https://devskiller.com/45-behavioral-questions-to-use-during-non-technical-interview-with-developers/>

1. In 2013, after a public release, 13.1 of Quartus 2 tool, the Hard Processor team realized that their core did not work with DeviceTree Generator. It was a crisis situation that they had to release a service pack in order to provide support.

I had to build a feature that HPS team will be utilizing in order to make it work. The unfortunate part was they did not have a clear definition of requirements. I had to implement the given requirement just to realize that they did not have enough resources to work. So, I had to build another new feature which will have a very minimal work for their team.

I had to be in constant communication with the other team in Penang, Malaysia and I was able to deliver successfully.

I was later appreciated by the other team manager. He came over to my cube, showed me the full effects and features that my work enabled.

Such appreciations are the ones that I am really proud of. I was appreciated by my director for helping out my colleague under critical time in the middle of the night.

Think big:

* Lead the efforts of Management plane architecture, in a cross functional feature. leading the team of 3.
* Leading the team of 3 to do the process monitoring for Containers.
  + Complete ownership of the Spec’d, design, scale testing.

- Mock testing framework for the host to the Org for scale testing

- Integrated code coverage to the build system & Pushing the code coverage to 80%

Previous company:

* Developed a prototype, beta release, and GA and was able to push that as our new product and helped shaped the future direction of the team
* Team of 9 were working on the product.
* Help guide the entire feature set and behavior of the new product.

Are Right a lot: