Imagine you are writing code to swap the minimum and maximum element in an integer array. You could implement it all in one method like this:

```
1  void swapMinMax(int[] array) {
2    int minIndex = 0;
3    for (int i = 1; i < array.length; i++) {
4      if (array[i] < array[minIndex]) {
5        minIndex = i;
6      }
7    }
8
9    int maxIndex = 0;
10   for (int i = 1; i < array.length; i++) {
11     if (array[i] > array[maxIndex]) {
12       maxIndex = i;
13     }
14   }
15
16   int temp = array[minIndex];
17   array[minIndex] = array[maxIndex];
18   array[maxIndex] = temp;
19 }
```

Or, you could implement in a more modular way by separating the relatively isolated chunks of code into their own methods.

```
1  void swapMinMaxBetter(int[] array) {
2    int minIndex = getMinIndex(array);
3    int maxIndex = getMaxIndex(array);
4    swap(array, minIndex, maxIndex);
5  }
6
7  int getMinIndex(int[] array) { ... }
8  int getMaxIndex(int[] array) { ... }
9  void swap(int[] array, int m, int n) { ... }
```

While the non-modular code isn't particularly awful, the nice thing about the modular code is that it's easily testable because each component can be verified separately. As code gets more complex, it becomes increasingly important to write it in a modular way. This will make it easier to read and maintain. Your interviewer wants to see you demonstrate these skills in your interview.

Flexible and Robust

Just because your interviewer only asks you to write code to check if a normal tic-tac-toe board has a winner, doesn't mean you *must* assume that it's a 3x3 board. Why not write the code in a more general way that implements it for an NxN board?

Writing flexible, general-purpose code may also mean using variables instead of hard-coded values or using templates / generics to solve a problem. If we can write our code to solve a more general problem, we should.

Of course, there is a limit. If the solution is much more complex for the general case, and it seems unnecessary at this point in time, it may be better just to implement the simple, expected case.

Error Checking

One sign of a careful coder is that she doesn't make assumptions about the input. Instead, she validates that the input is what it should be, either through ASSERT statements or if-statements.

For example, recall the earlier code to convert a number from its base `i` (e.g., base 2 or base 16) representation to an `int`.

```
1  int convertToBase(String number, int base) {
2    if (base < 2 || (base > 10 && base != 16)) return -1;
3    int value = 0;
4    for (int i = number.length() - 1; i >= 0; i--) {
5      int digit = digitToValue(number.charAt(i));
6      if (digit < 0 || digit >= base) {
7        return -1;
8      }
9      int exp = number.length() - 1 - i;
10     value += digit * Math.pow(base, exp);
11   }
12   return value;
13 }
```

In line 2, we check to see that `base` is valid (we assume that bases greater than 10, other than base 16, have no standard representation in string form). In line 6, we do another error check: making sure that each digit falls within the allowable range.

Checks like these are critical in production code and, therefore, in interview code as well.

Of course, writing these error checks can be tedious and can waste precious time in an interview. The important thing is to point out that you *would* write the checks. If the error checks are much more than a quick if-statement, it may be best to leave some space where the error checks would go and indicate to your interviewer that you'll fill them in when you're finished with the rest of the code.

▸ Don't Give Up!

I know interview questions can be overwhelming, but that's part of what the interviewer is testing. Do you rise to a challenge, or do you shrink back in fear? It's important that you step up and eagerly meet a tricky problem head-on. After all, remember that interviews are supposed to be hard. It shouldn't be a surprise when you get a really tough problem.

For extra "points," show excitement about solving hard problems.

VIII

The Offer and Beyond

Just when you thought you could sit back and relax after your interviews, now you're faced with the post-interview stress: Should you accept the offer? Is it the right one? How do you decline an offer? What about deadlines? We'll handle a few of these issues here and go into more details about how to evaluate an offer, and how to negotiate it.

Handling Offers and Rejection

Whether you're accepting an offer, declining an offer, or responding to a rejection, it matters what you do.

Offer Deadlines and Extensions

When companies extend an offer, there's almost always a deadline attached to it. Usually these deadlines are one to four weeks out. If you're still waiting to hear back from other companies, you can ask for an extension. Companies will usually try to accommodate this, if possible.

Declining an Offer

Even if you aren't interested in working for this company right now, you might be interested in working for it in a few years. (Or, your contacts might one day move to a more exciting company.) It's in your best interest to decline the offer on good terms and keep a line of communication open.

When you decline an offer, provide a reason that is non-offensive and inarguable. For example, if you were declining a big company for a startup, you could explain that you feel a startup is the right choice for you at this time. The big company can't suddenly "become" a startup, so they can't argue about your reasoning.

Handling Rejection

Getting rejected is unfortunate, but it doesn't mean that you're not a great engineer. Lots of great engineers do poorly, either because they don't "test well" on these sort of interviewers, or they just had an "off" day.

Fortunately, most companies understand that these interviews aren't perfect and many good engineers get rejected. For this reason, companies are often eager to re-interview previously rejected candidate. Some companies will even reach out to old candidates or expedite their application *because* of their prior performance.

When you do get the unfortunate call, use this as an opportunity to build a bridge to re-apply. Thank your recruiter for his time, explain that you're disappointed but that you understand their position, and ask when you can reapply to the company.

You can also ask for feedback from the recruiter. In most cases, the big tech companies won't offer feedback, but there are some companies that will. It doesn't hurt to ask a question like, "Is there anything you'd suggest I work on for next time?"

Evaluating the Offer

Congratulations! You got an offer! And—if you're lucky—you may have even gotten multiple offers. Your recruiter's job is now to do everything he can to encourage you to accept it. How do you know if the company is the right fit for you? We'll go through a few things you should consider in evaluating an offer.

The Financial Package

Perhaps the biggest mistake that candidates make in evaluating an offer is looking too much at their salary. Candidates often look so much at this one number that they wind up accepting the offer that is *worse* financially. Salary is just one part of your financial compensation. You should also look at:

- *Signing Bonus, Relocation, and Other One Time Perks:* Many companies offer a signing bonus and/or relocation. When comparing offers, it's wise to amortize this cash over three years (or however long you expect to stay).
- *Cost of Living Difference:* Taxes and other cost of living differences can make a big difference in your take-home pay. Silicon Valley, for example, is 30+% more expensive than Seattle.
- *Annual Bonus:* Annual bonuses at tech companies can range from anywhere from 3% to 30%. Your recruiter might reveal the average annual bonus, but if not, check with friends at the company.
- *Stock Options and Grants:* Equity compensation can form another big part of your annual compensation. Like signing bonuses, stock compensation between companies can be compared by amortizing it over three years and then lumping that value into salary.

Remember, though, that what you learn and how a company advances your career often makes far more of a difference to your long term finances than the salary. Think very carefully about how much emphasis you really want to put on money right now.

Career Development

As thrilled as you may be to receive this offer, odds are, in a few years, you'll start thinking about interviewing again. Therefore, it's important that you think right now about how this offer would impact your career path. This means considering the following questions:

- How good does the company's name look on my resume?
- How much will I learn? Will I learn relevant things?
- What is the promotion plan? How do the careers of developers progress?
- If I want to move into management, does this company offer a realistic plan?
- Is the company or team growing?
- If I do want to leave the company, is it situated near other companies I'm interested in, or will I need to move?

The final point is extremely important and usually overlooked. If you only have a few other companies to pick from in your city, your career options will be more restricted. Fewer options means that you're less likely to discover really great opportunities.

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.

This same approach applies to your personal life. Your friends, and your friends of friends, are valuable connections. Be open to helping others, and they'll be more likely to help you.

Ask for What You Want

While some managers may really try to grow your career, others will take a more hands-off approach. It's up to you to pursue the challenges that are right for your career.

Be (reasonably) frank about your goals with your manager. If you want to take on more back-end coding projects, say so. If you'd like to explore more leadership opportunities, discuss how you might be able to do so.

You need to be your best advocate, so that you can achieve goals according to your timeline.

Keep Interviewing

Set a goal of interviewing at least once a year, even if you aren't actively looking for a new job. This will keep your interview skills fresh, and also keep you in tune with what sorts of opportunities (and salaries) are out there.

If you get an offer, you don't have to take it. It will still build a connection with that company in case you want to join at a later date.

IX Interview Questions

*Join us at **www.CrackingTheCodingInterview.com** to download the complete solutions, contribute or view solutions in other programming languages, discuss problems from this book with other readers, ask questions, report issues, view this book's errata, and seek additional advice.*

1

Arrays and Strings

Hopefully, all readers of this book are familiar with arrays and strings, so we won't bore you with such details. Instead, we'll focus on some of the more common techniques and issues with these data structures.

Please note that array questions and string questions are often interchangeable. That is, a question that this book states using an array may be asked instead as a string question, and vice versa.

Hash Tables

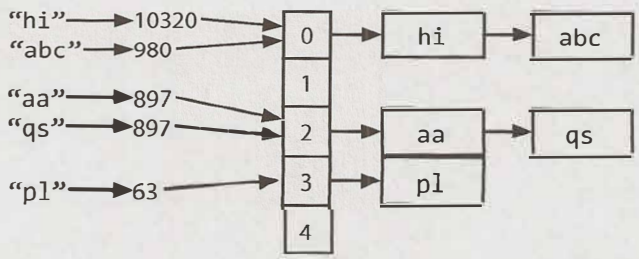
A hash table is a data structure that maps keys to values for highly efficient lookup. There are a number of ways of implementing this. Here, we will describe a simple but common implementation.

In this simple implementation, we use an array of linked lists and a hash code function. To insert a key (which might be a string or essentially any other data type) and value, we do the following:

1. First, compute the key's hash code, which will usually be an `int` or `long`. Note that two different keys could have the same hash code, as there may be an infinite number of keys and a finite number of ints.
2. Then, map the hash code to an index in the array. This could be done with something like `hash(key) % array_length`. Two different hash codes could, of course, map to the same index.
3. At this index, there is a linked list of keys and values. Store the key and value in this index. We must use a linked list because of collisions: you could have two different keys with the same hash code, or two different hash codes that map to the same index.

To retrieve the value pair by its key, you repeat this process. Compute the hash code from the key, and then compute the index from the hash code. Then, search through the linked list for the value with this key.

If the number of collisions is very high, the worst case runtime is `O(N)`, where `N` is the number of keys. However, we generally assume a good implementation that keeps collisions to a minimum, in which case the lookup time is `O(1)`.



Alternatively, we can implement the hash table with a balanced binary search tree. This gives us an O(log N) lookup time. The advantage of this is potentially using less space, since we no longer allocate a large array. We can also iterate through the keys in order, which can be useful sometimes.

▸ ArrayList & Resizable Arrays

In some languages, arrays (often called lists in this case) are automatically resizable. The array or list will grow as you append items. In other languages, like Java, arrays are fixed length. The size is defined when you create the array.

When you need an array-like data structure that offers dynamic resizing, you would usually use an ArrayList. An ArrayList is an array that resizes itself as needed while still providing O(1) access. A typical implementation is that when the array is full, the array doubles in size. Each doubling takes O(n) time, but happens so rarely that its amortized insertion time is still O(1).

```
1  ArrayList<String> merge(String[] words, String[] more) {
2    ArrayList<String> sentence = new ArrayList<String>();
3    for (String w : words) sentence.add(w);
4    for (String w : more) sentence.add(w);
5    return sentence;
6  }
```

This is an essential data structure for interviews. Be sure you are comfortable with dynamically resizable arrays/lists in whatever language you will be working with. Note that the name of the data structure as well as the "resizing factor" (which is 2 in Java) can vary.

Why is the amortized insertion runtime O(1)?

Suppose you have an array of size N. We can work backwards to compute how many elements we copied at each capacity increase. Observe that when we increase the array to K elements, the array was previously half that size. Therefore, we needed to copy $K/2$ elements.

```
final capacity increase   : n/2 elements to copy
previous capacity increase: n/4 elements to copy
previous capacity increase: n/8 elements to copy
previous capacity increase: n/16 elements to copy
...
second capacity increase  : 2 elements to copy
first capacity increase   : 1 element to copy
```

Therefore, the total number of copies to insert N elements is roughly $N/2 + N/4 + N/8 + \ldots + 2 + 1$, which is just less than N.

> If the sum of this series isn't obvious to you, imagine this: Suppose you have a kilometer-long walk to the store. You walk 0.5 kilometers, and then 0.25 kilometers, and then 0.125 kilometers, and so on. You will never exceed one kilometer (although you'll get very close to it).

Therefore, inserting N elements takes O(N) work total. Each insertion is O(1) on average, even though some insertions take O(N) time in the worst case.

▸ StringBuilder

Imagine you were concatenating a list of strings, as shown below. What would the running time of this code be? For simplicity, assume that the strings are all the same length (call this x) and that there are n strings.