

**Draft Report
on
Institutional Reaccreditation**

**of
Murgaon Education Society's
College of Arts and Commerce,
Zuarinagar, Goa.**

28-30 September, 2006

National Assessment and Accreditation Council, Bangalore

**DRAFT REPORT ON INSTITUTIONAL REACCREDITATION
OF
MURGAON EDUCATION SOCIETY'S
COLLEGE OF ARTS AND COMMERCE, ZUARINAGAR, GOA.
28-30 SEPTEMBER 2006.**

SECTION I:

PREFACE:

Murgaon College of Arts and Commerce was founded by Murgaon Education Society in 1972 in an area of 15 acres of land in rural setting, to provide education to youth and equip them with the best of knowledge, marketable skills and ethical and human values in the context of the competitive global scenario. The mission of college is to mould the youth in the contemporary context of Liberalization, Privatization and Globalization in today's world scenario and make our own little contribution to the task of reinventing India to take its rightful place among developed Nations by 2015 and the college tries to realize its mission and objectives through various programmes such as curricular, co curricular and extra curricular activities in the college and in the community.

MES College is affiliated to Goa University and recognized by UGC under 2 (f) on 25-04-1976 and 12 B on 01-05-1988. It is a grant-in-aid institution. The college offers courses in Under graduate level in Arts, Commerce, Business Management and Computer Applications. The Business Management and Computer Application courses are offered in Self Financing scheme. In addition to the above courses self help courses namely Tally 7.2, JAVA etc. are provided.

Student's strength of the college is 1161 (Men 458 & Women 703). A steady increase in enrollment is observed during the last 5 years. Dropout rate is negligible. The students are performing well in the examination with pass percentage increasing from 83.14% in 2000-2001 to 92.40% in 2004-2005. The unit cost of education of the total expenses for BA/B.Com (excluding salary component Rs. 2,478; including salary component Rs. 13,980), BCA (excluding salary component Rs. 6,986; including salary component Rs. 13,086), BBA (excluding salary component Rs. 9,138; including salary component Rs. 18,078),

There are 49 Teaching staff and 16 Non Teaching staff working in the college now. The Teacher Student ratio is 1:22.36. Many teachers have been recognized and awarded State and National level.

The college has Internal Quality Assurance Cell(IQAC) to over see the implementation of the vision statement and website (www.mescollege.org) to provide information to interested stakeholders.

MES College was assessed and accredited by NAAC in March 1999 with a 4 star rating. It submitted its Re-Accreditation Report (RAR) to NAAC with a request to re-assess in March 2006. The NAAC constituted a Peer Team, comprising of Dr. G. Pankajam, Former Vice chancellor, Gandhigram, (TN), Rural Institute-Deemed University, Gandhigram as Chair person; Prof. B. A. Shridhara, department of communication Bangalore University, Bangalore and Principal P. Subhash, BGNR Govt. College, Kammam (AP) as members, Mr. Ganesh Iyer, director T-Academy, Mangalore (Industrial Observer) and Mr. B. S. Madhukar Deputy Adviser, NAAC, as Coordinator to re assess and re accredit the college on the basis of its quantitative and qualitative growth and changes during the past 5 years.

The Peer team visited M.E.S College of Arts & Commerce, Goa from 28th – 30th September, 2006. In accordance with the process of assessment and re-accreditation, the Peer Team studied the documents, examined the infrastructure facilities, curricular and co-curricular activities as well as various aspects of the functioning of the departments and the college. The Peer Team held meetings with the Governing Board, the Principal, Teaching and Non-teaching staff, Students, Parents and Alumnae.

Based on the above exercise and detailed analysis the Team presents the following criterion-wise analysis and recommendation.



SECTION II: CRITERION-WISE ANALYSIS

CRITERION I: Curricular Aspects

MES College of Arts and Commerce is affiliated to Goa University and it is not an autonomous college in the above circumstances college enjoys no scope to develop curriculum on its own. However the faculty members of Political Science, Sociology, Geography, Economics, English, BA B.Com, BCA & Konkani are on the various university boards and committees and take active part in framing the syllabus. In the last five years Goa University has restructured the syllabus, which has facilitated in introducing new and contemporary aspects in syllabus in various subjects. Peer reviews and feedback from industry may be further strengthened.

In the last five years college has introduced Vocational courses such as tourism, Foreign Trade and Taxation based on the study of local needs and also college has taken initiative in introducing short term course like Tally 7.2, Fashion Design, Flower Making, Painting, Embroidery, and Personal Grooming for Women students. These courses are also job-oriented courses where students can start their own business. College offers BA, B.Com, BCA and BBA degrees. Interestingly Goa University has unique policy of offering complete freedom to the college and to the Business Management Department to frame and structure syllabus for BBA & BCA courses and also department has given complete autonomy to conduct Examination. There is continuous evaluation and no final written examination is conducted. Students are evaluated on the basis of grading. 'Case study' approach is employed and the course is student centric. Interactive and discussion methods are encouraged. There is internship program of 16 weeks for BBA students where in students are assigned to various industries to get hands on training. This is also resulted in promoting college and industry interactions. BCA and BBA courses are self financed courses. These are the two courses started on the recommendations of first Accreditation Report-in 1999.

Periodically Academic Audit Committee appointed by University visits the department and reviews the performance of these courses. The Audit Committee has found the functioning to their satisfaction.

ICT is extensively used as part of teaching method. Students are offered Internet facility. There are 18 computers with internet facility which are exclusively for BBA and 20 computers with internet facility for BCA.

Programme options are available to the students of BA, B.Com, BCA and BBA. The college focuses on two Self-Finance courses namely BCA and BBA started in the Academic year 2000-2001. which are in good demand. College can plan to have more add on courses and diploma courses on the lines suggested by UGC and local needs.

Feedback mechanism is in existence. There can be better mechanism of knowledge sharing of Senior Teachers with their Junior colleagues. There shall be more periodic Department meetings held to discuss Academic issues. Now meetings are held mainly to deliberate only Administrative issues.

There is student evaluation system in place but there has to be proper, permanent cell for evaluating the feedback received from the students. There is need to create a cell. The cell can make a scientific and objective analysis of feed received.

In the first year B.A. college offers Gandhian Studies as foundation course. First year B.Com curriculum has cooperative Management paper. Which are contributing in disseminating Gandhian values and cooperative spirits within the community.

CRITERION II: TEACHING LEARNING AND EVALUATION.

Students are admitted on merit for vocational courses for B.A & B.Com admissions is on first come first serve basis. For BBA Courses students have to pass UGAT examination conducted by All India Management Association, New Delhi. 60% weightage is given to UGAT Test and 40% is given for marks obtained at the class XII examination.

In order to help the disadvantaged community and economically weaker section of society the college offers freeships, concession in fee, merit scholarship. Facility has been given to economically weaker sections of the students to pay the fees in installments.

Remedial teaching is provided for slow learners and special attention is paid to the fast learners.

In the last five years the college has emphasized on using ICT(overhead projectors, LCD projectors, computers, laptops, VCD player and CD players) extensively for teaching which is appreciable. College prepares Time Table detailing the academic activities. There is a committee which works after this responsibility and student council is also involved in this processes. Students are taken on Industrial visits, excursion, and Study tours. Students are encouraged to undertake Project work, Assignments and Case Analysis, which students find useful and informative.

Mentors are there for each class. One for a batch of 30 to 40 students.

College has 2 qualified counselors. Individual counseling is offered to students.

Guest lecturers and talks are organized periodically. The faculty is encouraged to attend Refresher Course, Workshops, Seminars and Conferences.

For the benefit of BBA students an interactive sessions between the industry and the students in the month of January this year was organized which is a step forward in building meaningful relationship with the industry.

Library is kept open from 9am to 10 pm on all working days. There is no permanent Librarian. It was told that new Librarian will join in 1st December 2006.

College has 28 full time Permanent faculty members. 14 faculty members are on Contract basis. 1 member is a Part Time faculty and 8 are Lecturer basis faculty. There is a need to appoint more teachers on Permanent basis to bring continuity. And 5 teachers have Ph.D and 6 teachers have M.Phil and 13 teachers have passed UGC NET and SLET. 66.22% of the faculty members are women. Some of the faculty members have served as Resource Persons and participated in Workshops, Seminars, Conferences and presented papers. Teachers have been trained in use of ICT as tool of teaching.

Teachers evaluation by students has been introduced and college has self appraisal of teachers once a year.

First and Second year degree students can apply for verification of marks. In Third year University Regulations are followed.

In BBA course where evaluation is done by the department itself, there is total transparency. Aggrieved students are encouraged to approach the concerned teachers and seek clarification. Parents are also invited to examine the Grade Sheet. If a student applies for reevaluation Principal can also appoint External Examiners to evaluate the scripts.

The Institution has a Grievance Cell to look into the academic complaints from students. Institution has a counselor to look into personal and other problems.

CRITERION III: RESEARCH CONSULTANCY & EXTENSION

The faculty consists of 5 Ph.D holders & 7 M.Phil holders. A faculty member has submitted thesis recently and another 9 members have registered for M.Phil. Three faculty members are recognized as guides to guide Ph.D

The faculty of department of Political Science has taken part in the National Election Poll Survey of 2004 and also IBN-LSDS survey which has provided a good research experience for the institution.

Another member of the faculty was Chief Investigator with two other faculty members from other departments carried out research entitled "Fisheries Sectors in Goa: A study of socio-economic and political aspects" which was commended by experts and the Government has accepted the report for further necessary action.

The college has a research cell to encourage and promote research culture among the faculty members. The cell has organized lectures on various aspects of research methodology.

The college also subscribes to journals and encourages teachers by providing leave and travel grants which is noteworthy.

The institute has established linkages with National and International agencies like Ford Foundation, Institute of Chartered Accounts of India. Few faculty members have memberships in various professional bodies.

The college has organized two National and two State level seminars since past 5 years. It is advisable to promote more such activities.

The publications of Department of Konkani and Economics deserve special mention. Two staff members have written text books.

The college organizes several outreach programmes for community development through its students in general and NCC(Army & Naval) and NSS units in particular.

Apart from conducting activities like 'each one teach one' HIV AIDS awareness Anti Dowry and Anti Child Labour campaigns etc. The cadets of NCC have taken part in National Training Camps, Republic Day Camps, etc. The results of the year 2005-06 are in B & C certificate is 100% which is an outstanding achievement. The NSS & NCC units have actively participated in collection of funds to aid Tsunami and Earthquake victims.

Vermi Bin unit and EM unit funded by the Department of Science & Technology is functioning effectively.

The college can explore the possibility of providing consultancy services particularly ^{by} in the departments of Commerce, Economics & Sociology.

The college subscribes to 14 research journals for reference. The management encourages research by granting leave. Some organizations provide short terms grant for travel and conduct of research outside state. The institution has 21 linkages and signed MOU for research and extension with agencies like EDI-India, Ford Foundation, Institute of Chartered Accounts of India, Indian Association for Canadian Studies, LOKNITI, Centre for the Study of Developing Societies, Indian Council o Social Science Research etc. some of the faculty has memberships in the organizations like IACS, ICSSR, LOKNITI, CSD etc. from whom they receive periodicals and send their articles to be published in them. They encourage research by sponsoring seminars, surveys etc.. One faculty member was awarded fellowship to take up research in Canada.

The college has organized two National & two State level seminars in the last 5 years. Two and fourteen Research Articles were published in International and National Journals respectively. The faculty has presented four and forty eight

research papers in International and National Seminars respectively and one research paper in state level seminar.

A few of the staff members received awards for excellence in management education by Indian Society for training and development New Delhi and a District Youth Award by Nehru Yuva Kendra. A faculty member was a member of discussion panel at the International Conference at Bangkok.

The college organizes several useful outreach programmes for Community Development through its students in general and its NSS & NCC units in particular. They have taken up programmes like "Each one teach one", No Plastic Campaign, Anti-Aids Rallies, Child Labour, Illiteracy, Dowry Death, Cleanliness, Environmental Conservation etc. The Anti-Tobacco campaign resulted in stopping of the sales of tobacco products by the neighboring stores. And oath is administered to the students to dedicate themselves to the cause of Aids eradication. Staff and students have always responded to the call of suffering. Their contributions to PM's relief Fund at the time of Gujarat Earthquake and CM's Relief Fund at the time of Tsunami devastation are the two examples of it. The establishment of Vermi Bin Unit to make Vermi Compost, EM unit to make manure from the waste are examples of steps taken to protect environment for which the college receives grant from the department of Science & technology, Government of Goa.

The NSS and NCC Units are very active in college. They conduct blood donation camps and donate blood themselves. The number of donors is highest among the other colleges in Goa. NSS volunteers in their special camps offer shramdan to construct road, playground and take up several awareness programmes. They organize medical camps and distribute medicines free of cost. Water storing and harvesting is taken up in the backward areas. NCC students take up beach cleaning drives. They participate in processions in large numbers on World Aids day, Anti Gutkka Day, Save Oil Week etc.

Ally

CRITERION IV: INFRASTRUCTURE AND LEARNING RESOURCES

The College is situated in an area of 15 acres. It has a built up area of 3,433sq. meters with 39 class rooms, 2 computer labs, Library block and an auditorium.

The infrastructure is inadequate. However the college has taken initiative to add 8 new class rooms. The proposals are approved for constructing two more blocks.

The library has a carpet area of 500sq meters with a sitting capacity of 100. It has facilities like reading room, reference section, and UGC Network Resource Centre. Library works for 7 hours on all working days and 4 hours during holidays. There are 17,058 books of which 624 are text books and 16,434 are reference books. The college subscribes for 55 Indian and 3 foreign magazine/journals. Peer revised journals are 6 and back volume journals are 20. There are 134 CDs and DVDs in library. It is good to note that open access system is being adapted in the college library. The ratio of library books to number of students is 17-1 student which needs to be addressed. The software NEWGENLIB has been purchased by the library which is in the process of implementation. The percentage of library budget to total budget is 1.9% which is considered very low and needs immediate attention.

BCA and BBA programmes have two separate computer labs for conducting their practicals. There are seventy computer terminals out of which 40 and 18 computers for BCA and BBA programmes respectively. Administrative departments have 6 computers with LAN. There are 3 higher-end Servers. The budget allotted for computers in the last year was Rs.7,63,291 and spent for maintenance and upgrading was Rs. 2,81,239.

There are two Basketball Courts and one cemented Volleyball Court and Cricket pitch in the college. The college excels in Bodybuilding and has won awards at National level, the achievement is commendable.

During post NAAC period the college has added the following to its infrastructure:

- a. Constructed a separated library building with a cost of Rs. 34,41,000.
- b. 4 additional classrooms have been constructed in 2001 along with 2 well equipped Computer Lab with a cost of Rs. 15,58,000.

c. OHPs, LCD projectors, Laptops, Computers and other accessories have been purchased at a cost of Rs. 51,30,000.

The Goa University Distance Education Programme are run by the college. There is a canteen attached to the college.

CRITERION V: STUDENT SUPPORT AND PROGRESSION

The College provides financial support to the students in the form of endowment, free ships, scholarships and memorial and achiever's awards. During the year 2004 – 05, 15 students were benefited in the form of endowments of Rs.4,400/-, 73 students got the benefit of freeships to an extent of Rs.64,100/- and 64 students were provided with Govt. Scholarships amounting to Rs.1,69,273. A memorial prize of Rs.5,000/- was established to be given every year to a student standing First in Third Year B.Com., University examinations. Achievers awards are also provided to encourage the students in various fields of activities.

The present student strength of the college is 1,161, with 878 in U.G. and 288 in Self Finance courses out of which 458 are boys and 308 are girls.

The pass percentage has been good and constantly increasing from 83.14% in 2000 – 01 to 92.17% in 2004 – 05. The dropouts' rate is as ^{high} ~~low~~ as 10.83% in 2003 – 04 and 8.13% in 2004 – 05 which has to be seriously examined.

Annual sports meet and other activities is a regular feature in the college. The college provides incentives to encourage students to participate and perform in various sports and games, cultural, literary and other events. College provides practicing allowance, traveling allowance, dearness allowance, kit allowance, etc.,

to the students participating in Inter-Collegiate tournaments and provides jerseys and shorts for all teams.

During the last five years number of students have represented the college, University and the State in games and sports at various levels. Teams of the college have represented the Goa University in Athletics and games like Football, Volley Ball, Cricket, Table tennis and Power lifting. A few of them acted as Captains of the Goa University teams. Two players of the college played for the State of Goa in Basket Ball and Table tennis one in each game. Five players played cricket for Goa State. A girl student was selected to represent the State of Goa in Tennis ball, National Cricket tournament for three years in succession and the team won the championship for three consecutive years.

The college publishes the updated prospectus. Remedial coaching is provided to slow learners and fast learners are provided specialized coaching. Two professionally qualified faculty of Psychology department provide academic and personal counseling to the students. The placement cell organizes various career orientation programmes for Final year students. The cell also brings in resource person to provide various employment opportunity. Formal training in self employment was started during the year 2005 – 06 in the form of “Swayam – Freedom through Self-reliance” in collaboration with Ferozshah Godrej Foundation, Mumbai. As a result of the efforts by the placement cell about 82 students were placed in some reputed companies through campus interviews over a period of last three years.

The Alumni Association was formed in the year 1993 and it has taken up a number of activities like a seminar for students on Education and Career prospects

and a workshop on beauty and personal grooming for women students. Among its Alumni there are a number of prominent personalities like Ex-Ministers, NASA Scientist (USA), professionals and some higher officials both in Central and State Governments. The Alumni has constructed the college compound wall, donated funds for freeships to the needy students, helps in conducting sports meets in the college, etc.

A formal feedback is obtained from the students on their campus experience at the students council meetings. A method of teacher evaluation by students is also adopted. In case of B.B.A industries are associated in preparing the syllabus which is a positive approach.

The college has a sexual harassment cell, but not even a single case of harassment has been received by the cell. There is a women counseling cell managed by two trained women counselors. Once in a week a lady doctor visits the college.

The students of the college brought laurels to the college by participating and winning medals and prizes in various cultural, literary, essay-writing, elocution, debating and other competitions conducted by Central and State Government and Private Organizations at various levels.

CRITERION – VI: ORGANISATION AND MANAGEMENT

The college has clearly spelt out its mission statement and goals which are reflected through the curricular and co-curricular activities. A conducive atmosphere is created and maintained on the campus to ensure quality in every area of its activity. There are two statutory bodies, governing council and local managing committee. These bodies meet frequently to discuss and resolve on all

important issues like college budget, audited statements of the college, proposals for new courses, development plans of the college, etc. The principal as head of the institution is the chief administrator and leads the college towards the achievement of its goals and objectives.

To recruit the faculty, vacant posts are advertised at least in one National and two local Newspapers. A selection committee is constituted as per the University Statute and candidates are selected on the basis of merit and performance and recruited after getting approval from the Government and the University. The ratio of teachers to non-teaching staff is 3:1. Every year teachers are required to fill self appraisal forms. Their performance is assessed on the basis of the results of the students, their ability to shoulder responsibilities and conducting extra curricular activities. Annual confidential reports are maintained for the non-teaching staff. The non-teaching staff has been trained in computers and taught the Tally 7.2 package which helped them to atomize the office. An in-house awareness programme was conducted for personality development. Teachers are deputed to the programmes of personality development at State and National levels.

The college mobilizes its financial resources from the tuition fees and fees paid by the students of self funded courses in addition to the grants from the State Government and U.G.C. The college does accept donations from the public and Alumni for some specific programmes like seminars, campus beautification etc. Under X plan a sum of Rs.60,000/- was approved by U.G.C. for the establishment of the U.G.C. Network Centre in the college and the U.G.C. sanctioned a grant of Rs.50,000/- to organize a National seminar on 'Indian Banking'. Three National

seminars were organized by the college in the year 2004 – 05 with the funds from U.G.C. and other funding agencies. The college was provided with Rs.5,20,200/- by the U.G.C. as a part of its development assistance. Apart from that U.G.C. has sanctioned a building grant of Rs.5,00,000/- for a computer lab, under X plan development scheme. The State Government of Goa sanctioned Rs.50,00,000/- for developing infrastructure, out of which 50% is in the form of 'Out right grant' and 50% in the form interest free loan.

CRITERION – VII: HEALTHY PRACTICES

The college to its credit has a number of healthy practices out of which some are mentioned below.

A course, designed by the faculty "Unity, diversity and Nation building" as part of Ford foundation programme was adopted by Goa University as a foundation course subject.

Priority in admissions and special treatment by staff and co-students to the physically challenged students such as partially blind, deaf and handicapped students, needs special mention.

Visits are arranged to some premier educational institutions in and out side the State to expose the faculty and students to new ideas and thinking.

As part of self-help education the college has introduced short-term courses such as tailoring, needle work, flower making, fabric painting and personal grooming for women students.

Establishment of vermibin to manufacture vermi compost and E.M. unit to make manure from Bio-degradable garbage and waste paper keeps campus clean and enables the students to know about waste management.

Job oriented Vocational Courses like tourism, foreign trade and taxation were introduced in the college.

Campus diversity cell established with grant from Ford foundation, U.S.A., strives to foster values like tolerance, secularism and brotherhood.

Tutor/mentor system is implemented with a mentor for about 30 to 40 students as a group.

Organisation of 'Saunvaad' which is an inter active session between the industry and students in 2006 is an important event.

Qualified counselors provide academic and personal counseling to the students of the college.

Production Operating Management (POM) project is given to students which is a novel idea of practical experience.

Meetings of Parent-Teacher association is a regular feature. Terminal examination marks sheets of the students will be handed over to the parents directly.

All the vacant posts in the college are advertised on all India basis and meritorious candidates are selected for appointment as teachers.

The college students are allowed to retain books for exams, internet services is provided to staff and students through UGC Network Centre

Achievement award is given to the students for their participation and winning at the State and Nation level sports and cultural events.

The staff who complete 50 years of age are felicitated.

College brings out News Bulletin twice a year.

SECTION III:

OVERALL ANALYSIS:

On the basis of careful analysis of Re-Accreditation Report, E-documents, visit to the college from 28th to 30th September 2006, interaction with various stakeholders of the college and verification of records the Peer Team is pleased to give the following commendations in appreciation of its achievements after the first accreditation by NAAC.

COMMENDATIONS:

- Student Aid Fund, contributed by the students and given to the poor students in the college.
- M.E.S Employees Co-Operative Society to provide loan to the staff at a lower rate of interest i.e. 10%.
- Sociology Study Circle & Economic Study Circle to encourage the participation of the students.
- Readers Club to encourage the habit of reading.
- A staff member has received National Sahitya Academy Award.
- Organizing Bridge course to fresh students on joining the college is another commendable activity of the college.
- Remedial coaching is organized for the slow achievers.
- Students' feedback is used for guiding teachers.
- Most of the teachers extensively use ICT METHOD for teaching.
- Concentration on placement of students on completion of the courses.
- Field / Placement for few courses.
- Composition of IQAC with experts from other colleges.
- Management's involvement in IQAC and implementing suggestions.
- Introduction of Certificate courses every year on the basis of the demand and needs.
- Introduction of 2 Self financing courses BBA and BCA, during 2000-2006.
- Encouraging teachers to attend National and International conferences and seminars.

- Students are motivated and encouraged to participate in extra and co-curricular activities.
- Students participating in cultural group to Nagaland.
- Office is automated.

SUGGESTIONS AND RECOMMENDATIONS

- More job oriented certificate and diploma courses be thought of.
- Senior teachers should be encouraged to share their success stories with junior teachers by organizing interaction meetings.
- College can think of introducing English as Major course at the undergraduate level.
- It is recommended that the college could start P.G. courses on the basis of the demands.
- It is recommended that the infrastructure facility will have to be improved on priority.
- Outdoor sports facility and infrastructure have to be improved.
- IQAC should meet more frequently.
- Inter collegiate competitions be organized.
- Financial Assistance could be mobilized from the public to support the poor students.
- More relevant books could be added to the library.
- Lecturers' turnover is large in BCA and BBA. This could be reduced by giving the appointment to the teachers at least for a year – 12 months and to be continued with a break of 1 or 2 days, for sustainability and continuity.
- Boys toilet could be shifted from the present location.
- A well equipped Psychology lab to be provided.
- Adequate space for staffrooms must be provided.

Chy

The Peer team is thankful to NAAC for the opportunity provided and the Management, Principal, Staff and the Students of M.E.S College of Arts & Commerce, Zuarinagar, Goa for their support, cooperation and hospitality provided to the team during the visit.

Signature of Peer Team

Dr. (Mrs.) Pankajam. G.
Chairperson

Pankajam
30/09/06

Signature

Prof. B. A. Sridhara
(Member)

B. A. Sridhara
30/9/06

Signature

Mr. P. Subhash
(Member)

P. Subhash
30/9/06

Signature

I have read the report and agree with it

R. V. Hajirnis
Dr. R. V. Hajirnis
MES College of Arts and Commerce,
Zuarinagar, Goa.

DR. R. V. HAJIRNIS
PRINCIPAL
M.E.S. College of Arts & Commerce
Zuarinagar-Goa, 403 728.

