Quality Management System towards an Integrated Approach

Sachin Anilkumar Mehta[1]* Dr. Ankur Awasthi[2] Dr. Sharad Mahajan[3]

[1]Ph.D. Research Student, MUIT, Lucknow

[2]Research Guide, MUIT, Lucknow

[3]Research Co-Guide, MUIT Lucknow

Abstract – This paper fundamentally differentiates the three principle schools of thought on learning - to be specific; those that individually conceptualize information as arranged as a main priority, process, and protest and survey the subsequent ramifications for information administration (KM). Against the foundation of the current assorted variety of meanings of KM an incorporated and comprehensive perspective of the KM esteem chain is advanced. Inside this hypothetical system five fundamental research streams (culture, learning area, mindfulness, assessment, and retention) are related to a view to concocting a commonsense idea of KM material in a business setting. With an emphasis on learning stream and point by point ways to deal with potential arrangements, clashes and compatibilities between existing business procedures and KM are analyzed. A calculated model is concocted to offer an all-encompassing joining of the hypothetical and down to earth topics keeping in mind the end goal to fill in as a structure for building up a future research motivation for the advancement of hypothetically grounded, yet useful, KM business instruments and applications. Ó 2001 Elsevier Science Ltd. All rights held.

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1. INTRODUCTION

Quality is characterized as wellness for reason and in business; building and assembling quality has a sensible clarification as prevalence of something. The comprehension about quality fluctuates from individual to individual as quality is perceptual, unverified, and to some degree subjective in nature. The buyers for the most part measure the nature of a ware with the accessible alternatives created by the rivals in the market. The makers attempt to measure quality by surveying degree to which the item was created effectively. The quality measured by help work force depend on the level of unwavering quality, practicality or manageability of the ware. At the end of the day, a thing that has quality can perform attractively and is fit for its planned reason. In business setting there are five parts of value:

• Producing – giving something

• Checking – affirming that something has been done effectively

• Quality Control – controlling a procedure to guarantee that the results are unsurprising

• Quality Management – coordinating an association with the goal that it enhances its execution through investigation and change

• Quality Assurance – acquiring certainty that an item or administration will be tasteful, regularly performed by a buyer In numerous business segments, quality administration has an exact implying that guarantees great quality as well as ensure that the association or product is predictable. Quality administration has four parts: quality arranging, quality control, quality confirmation and quality change.

1. Quality management concentrates on ware and its quality, as well as demonstrates the best approach to accomplish it. The associations accomplish more predictable quality by utilizing quality confirmation and control of procedures. The term quality affirmation appeared in 1960s that was utilized by the obtainment directorates of NASA, the military and atomic ventures. The first forms of Quality Management System Standards those were in the end converged to ISO 9001 were intended to contract makers to deliver better items, reliably and were

centered around Producing, Checking and Quality Control. Afterward, move of the quality segment towards administration frameworks can be plainly observed by the collection of the item quality prerequisites into one eighth of the present variant of ISO 9001. This expanded accentuation on Quality Management has advanced a general observation that quality is about methodology and documentation. The same can be knowledgeable about the territories of Safety Management Systems and Environmental Management Systems. The devices like Asset Optimization and Six Sigma and their rise is an intriguing advancement in the use of value standards in business. The essentials to any movement is overseeing quality and survival of an association and its development relies upon the unmistakable comprehension of five perspectives, measuring execution and move made to enhance the quality. Quality Management System (QMS) The client's needs and needs are characterized by the quality administration framework (QMS) that is a gathering of business forms concentrated on accomplishing quality arrangement and quality targets.

2.   One can state that the hierarchical structure, arrangements, techniques, procedures and assets are expected to execute quality administration in an association. The frameworks utilized before underline expected results of a modern item generation line, utilizing basic insights and arbitrary testing. In most industrialized social orders, by the twentieth century, work inputs were generally the most costly sources of info, so center moved to group collaboration and progression, especially the early motioning of issues by means of a nonstop change cycle. The Quality Management System (QMS) has had a tendency to merge with manageability and straightforwardness activities in the 21st century, as both financial specialist and consumer loyalty and saw quality are progressively attached to these variables. The most generally actualized group of models around the world, among all QMS administrations is ISO 9000. The ISO 19011 review administration applies to both administration frameworks i.e., ISO 9001 (QMS) and ISO 14001 (EMS), and manages quality, maintainability and their coordination. Add up to Quality Management (TQM) Generally, the administration way to deal with long haul accomplishment through consumer loyalty is known Total Quality Management (TQM). An association always enhances its capacity to pass on amazing items and administrations to clients utilizing TQM that set off association wide endeavors to introduce and make a changeless atmosphere that prompts quality yield. The endeavors of TQM were needy ordinarily on the beforehand created instruments and methods of value control. Amid the late 1980s and mid-1990s, TQM was a prevalent administration approach that delighted in broad thought, before being dominated by ISO 9000, Lean assembling, and Six Sigma. In TQM sort of administration approach, all individuals from an association partake in enhancing forms, items,

administrations and the way of life in which they work. The quality pioneers specifically Philip B. Crosby, W. Edwards Deming, Armand V. Feigenbaum, Kaoru Ishikawa and Joseph M. Juran instructed the world techniques for actualizing TQM approach. An arrangement of administration rehearses known as Deming's 14 focuses in executing TQM, helps organizations in expanding their quality and efficiency:

•   Create consistency of reason for enhancing items and administrations

•   Adopt the new logic

•   Cease reliance on assessment to accomplish quality

•   End the act of granting business on cost alone; rather, limit add up to cost by working with a solitary provider

•   Improve continually and always every procedure for arranging, generation and administration

•   Institute preparing at work

•   Adopt and foundation initiative

•   Drive out dread

•   Break down boundaries between staff territories

•   Eliminate mottos, admonishments and focuses for the workforce

•   Eliminate numerical shares for the workforce and numerical objectives for administration

•   Remove boundaries that deny individuals of pride of workmanship, and dispense with the yearly appraising or legitimacy framework

•   Institute a lively program of training and self-change for everybody

•   Put everyone in the organization to work finishing the change

The administration of aggregate quality is known as TQM. It tries to accomplish the quality in satisfying the necessities of the investors, the nature of items and administrations to fulfill or surpass the purchaser's needs and the nature of the expert as well as the individual existence of the individuals from the association, that is the reason, the term `TOTAL' is utilized. TQM, a way to deal with the administration methods, began in the 1950′s at the Japanese business improvement after Second World War. It has turned out to be exceptionally prevalent in the

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West in mid-1980's and developing logically subsequently. In any case, TQM is quality arranged and more often than not runs independently from the typical administration process. TQM is responsibility of a quality group considered as straightforward guides or staff division. No TQM administration is stretched out all through the associations by and by, and CEOs (Chief Executive Officers) regularly have a tendency to revamp the TQM needs to more pressing or socially, monetarily and politically advantageous requests. These sorts of bungle don't bolster the first rationality of TQM and it is need of the time that the essentials of TQM are revived to battle against those misbehaviors. Besides, the association or connection of process that exists amongst Globalization and Quality is to be considered fastidiously. It is a result of the previously mentioned reason that many organizations experience issues in executing TQM. The studies directed by Global TQM, A progressed TQM reasoning (www.gtqm.com) have demonstrated that exclusive 20 to 25% of organizations that have executed TQM frameworks have enlisted generous advance in efficiency, intensity or money related outcomes.

2. REVIEW OF LITERATURE:

The effect of culture on information creation Krogh (1998) recommends that societies with a nature of "mind" encourage authoritative individuals' correspondence and sharing of learning. In light of investigations of the connection between R&D profitability and the data condition in the pharmaceutical business (see Koenig, 1983, 1990, 1992, 1992a), Koenig (1995) likewise finds that the data condition of the more gainful organizations is fundamentally particular from that of the less beneficial organizations. Koenig (1995) contends that the more gainful organizations are portrayed by more prominent receptiveness and access to data, both inside and outer, and subtle administrative structure. This topical zone goes for researching the connections between learning creation and certain sorts of authoritative culture. The basic worry of this zone is the implied quality of information. A related region to explore is hierarchical plan. Nonaka et al. (1988) propose that information creation can be affected by space, which includes accessibility and availability of learning. This proposal brings out two research streams. The principal researches the degree of setting sharing - and takes a gander at which condition is most appropriate to make learning (out of firmly associated in shared space, inexactly associated in inaccessible place and different blends). The second stream takes a gander at how to execute the operational model activity reflection trigger (ART) of socialization externalization blend disguise (SECI) process (Nonaka et al., 1988). Learning area and quality administration Hu, Hung, Kuse, Su and Wang (1998) propose that the nature of data is one of barriers in changing individual information into hierarchical learning. This

issue is made by the high clamor to-flag proportion of the insignificant substance of learning storehouses. This issue likewise emerges because of an absence of solid ways to deal with the quality estimation of information. The issue is most genuine when the learning base is developing and information looking for needs much time and endeavors. In the event that the issue extends, it might unfavorably effect on learning sharing and at last on information creation. The inquiry is the way to reapply the person's learning and how to sift through significant from less profitable information.

Learning ingestion Individual human operators have their own particular interesting mental portrayal of the world and, itself is a subject of portrayal (Tsoukas, 1996). Tsoukas additionally proposes that to relate unstated foundation to human comprehension, we must be furnished with backup particulars, a central target, and a man who can connect the two. This implies it isn't adequate to give coded learning and to request that people comprehend it. A different line of concern is to do with the potential negative results of the conceivable visually impaired use of existing authoritative memory. On the off chance that an individual uses existing learning with no alteration satisfactory to another circumstance, it might incite catastrophe. The issue is the means by which to help the person's decisions to adjust learning to a given circumstance.

Learning mindfulness Nonaka et al.s (1988) ART framework recommends that information ought to be developed by distinguishing different people learning needs as the primary stage. The individual level of learning administration application concerns the variables by which psychological preparing is activated. The conventional view is that data is dispersed as a result of a want to get data approach. The hidden issue of this approach is to accept that a man who has information definitely realizes what he knows (Davenport and Klahr, 1998). A moment hazardous suspicion is that the clients who need to get information know ahead of time what they need to have. This is inverse of the learning perspective. Huber (1991) additionally demonstrates that one of boss issue in hierarchical memory is that individuals who need to discover data frequently don't know about the presence of data prepared by different individuals. The issue is the manner by which to create hierarchical and specialized systems to produce attention to what information is required and known.

Information assessment KPMG (1998) reports that the purposes behind the formation of learning administration activities refered to by most organizations are encouraging better basic leadership, expanding benefit, and diminishing expenses. There is a typical conviction that information administration conveys an upper hand to

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the organization. A standout amongst the most vital administrative concerns is which process (e.g., security of information or quick learning creation) contributes most to the upper hand. A different line of concerns is the way to quantify the execution results of an actualized learning administration process in an association. These worries are about the degree to which how information administration endeavors match with and bolster hierarchical procedures. The related research inquiries of the five research streams are depicted in Table 1.

Information stream KPMGÕs (1998) study recommends that the greatest obstruction to hierarchical learning utilization is a blocked channel between learning supplier and information searcher. Blockages emerge from causes, for example, worldly confinements, absence of sta€ inspiration and ability, and absence of motivating forces. Ruggles' (1998) investigation of 431 US and European organizations demonstrates that making system of learning laborers and mapping interior information are the main two ought to do missions for successful learning administration. Information stream is worried about creating channels or systems between learning supplier and searcher and is by all accounts the most down to earth range in KM. Learning stream in an association is generally determined by correspondence procedures and data streams. Dissecting correspondence hypotheses, Krone, Jablin and Putnam (1987) watch

Table 1 Main research streams and their related questions

Research stream	Related research questions
Culture to build up knowledge	How to distribute surplus brought out from KM efforts Which organisational structure is suitable for KM How to deal with turnover and loss of knowledge What kind of incentive mechanism is appropriate to reduce conflicts from knowledge ownership How to measure the value of knowledge Which type of working place is best for knowledge creation
Knowledge location	How to reapply individual's knowledge at distance How to distinguish valuable and less valuable knowledge How to develop systematic routine to capture knowledge How much context is to be considered in coding and storing How to reduce knowledge overload
Knowledge absorption	What kind of tool is required to support modification of explicit and tacit knowledge How to keep records of modification What is the role of context in understanding knowledge How to measure trust that individuals have in knowledge
Knowledge awareness	How individual determines what knowledge it needs and where to find How to codify knowledge effectively and in how much detail
Knowledge evaluation	How to measure the ratio of the amount of knowledge create to the amount of knowledge accessed to use The role of top management in enhancing knowledge quality Which knowledge management process contributes most to the competitive advantage How to measure the performance outcome of an implemented knowledge management process

That all correspondence frameworks comprise of a sender (source), a message, a collector, a channel, and coding/translating plans. A few analysts (e.g., Von Hippel, 1994; Szulanski, 1996; LeonardBarton, 1990; Rogers, 1983) propose that information stream is in all probability affected by four elements: learning exchanged, source, beneficiary, and setting in which the learning stream happens. Then again, some

different analysts only accentuate attributes of information exchanged as the most persuasive factor for viable learning stream (e.g., Zander and Kogut, 1995; Winter, 1987) or the specific circumstance (e.g., Arrow, 1969). In any case, Von Hippel and Szulanskis considers show that each of the four components identify with learning stream in spite of the fact that to differing degrees of measurable significance. Along these lines, this paper receives each of the four factors as a system to discover boundaries, which averts successful learning stream. These different hindrances to information stream distinguished from an audit of the writing, and their associations with the principle investigate streams recognized on KM esteem chain are outlined in Table 2. This outline demonstrates that examination in the two fields of KM and information stream covers in every single topical range recognized in building up a future research motivation, with the exception of the region of learning assessment (in any case, the last could likewise be fused as a worry over quality checking and assessment of information stream frameworks and procedures).

Table 2 Barriers of knowledge flow and corresponding research streams

Framework	Barriers preventing effective knowledge flow	Research streams
Source	Fear for loss of hegemony (Pascarella, 1997; Szulanski, 1996; Von Hippel, 1994)	Culture to build up knowledge
	Lack of up-to-date knowledge (Detmer & Shortliffe, 1997)	Knowledge location
	Lack of commitment or negligence (Huber, 1991; Leonard-Barton,1990)	Culture to build up knowledge, Knowledge awareness
Context	Weaker co-location (Doz & Santos, 1997; Appleyard, 1996; Kogut & Zander, 1993; Gupta & Govindaraja, 1991)	Knowledge absorption
	Unfriendly relationships between source and recipient (Nonaka, 1994; Ghoshal & Bartlett, 1994)	Culture to build up knowledge
	Limitations in individuals' network of knowledge or doubt about the network (Robertson, Swan & Newll, 1996; Kogut & Zander, 1996)	Knowledge location, Knowledge awareness
Knowledge Transferred	Limitation in interpretative ability (Dougherty, 1992)	Knowledge absorption
	Immobility (tacitness) of knowledge (Stopford, 1995; Nonaka, 1994; Grant, 1996)	Knowledge absorption
	Causal ambiguity (Szulanski, 1996; Polanyi, 1962)	Knowledge absorption
Recipient	Limited knowledge processing capacity – (Madhavan & Prescott, 1995; Simpson & Prusak, 1995; Cohen & Levinthal, 1990; Dierickx & Cool, 1989; Taylor, 1984; O'Reilly III, 1982)	Knowledge location
	No information on knowledge existence or limitations in pre-existing knowledge (Huber, 1991; Cohen & Levinthal, 1990)	Knowledge location, Knowledge awareness
	'Not invented here' syndrome (Hu et al., 1998; Leonard-Barton, 1990; Katz & Allen, 1982)	Culture to build up knowledge, Knowledge location, Knowledge absorption
	Limitations in the capacity to institutionalize new knowledge application (Szulanski, 1996; Leonard-Barton,1990; Glaser, Abelson & Garrison, 1983)	Culture to build up knowledge, Knowledge absorption

The following offers a basic investigation of the four fundamental research streams from the viewpoints of learning stream taking the hindrances appeared in Table 5 into thought.

Information assimilation and learning mindfulness Many scientists have noticed the troubles of learning stream under states of frail colocation (Cohen and Levinthal, 1990; Gupta and Govindaraja, 1991; Appleyard, 1996). Co-area implies sharing of place. Sharing of (working) put suggests a high likelihood of vis-à-vis contact and incessant reactions to activities. In a co-area condition, people meet each other moderately effortlessly and frequently deliberately, and appreciate up close and personal

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correspondences. Because of this intuitive correspondence process, people can see moderately effectively each other's activities and the foundation. Through shared setting, co-area suggests regular dialect (verbal and non-verbal) and accomplishes large amounts of comprehension (Dougherty, 1992;

Learning area Sharing all information between all people would be in effective, not to state unthinkable. Regardless of the possibility that the correct learning required is exchanged to the beneficiary, there are as yet various potential obstructions to the beneficiary's right elucidation. Intellectual therapists have reasoned that the measure of data prepared by people under differing data handling loads really takes after a modified U-formed bend (Taylor, 1984). As noted in numerous basic leadership examines, chiefs regularly confront the exchange o€s between quality data and open data. At the point when there is time weight, the chiefs have a tendency to acknowledge bring down quality data that is more open (Reilly, 1982; Todd and Benbasat, 1991; Ahituv, Igbaria and Sella, 1998). One of the suitable objectives of learning administration in an association is give quick access to quality information. The other test of information area is that people are from time to time mindful of the presence of the learning they are searching for. This can be the situation paying little mind to co-area (Kogut and Zander,1996) and present day geologically appropriated associations, specifically parallel associations, have comparable issues (George, Easto, Nunamaker and Northcraft, 1990). One of arrangements is to fabricate an instrument to grow people's systems. The arrangement might be accomplished by finding areas of learning and following utility of information to given issues.

## 3. QUALITY MANAGEMENT SYSTEM TOWARDS AN INTEGRATED APPROACH

When I started expounding on class in the mid-1970s, I saw Marxist and positivist sociology as foundationally unmistakable and incommensurable warring ideal models. I contended that Marxism had particular epistemological premises and methodological methodologies which were on a very basic level contradicted to those of standard sociology. In the mediating time frame I have reexamined the fundamental rationale of my way to deal with class examination various times.1 While I keep on working inside the Marxist custom, I never again imagine Marxism as an extensive worldview that is intrinsically contrary with 'common' sociology.2 Having beforehand contended for the general predominance of Marxist class investigation over its principle sociological opponents—particularly Weberian approaches and those embraced inside standard stratification inquire about—I now take the view that these diverse methods for breaking down class would all be able to conceivably add to a more full comprehension by

distinguishing distinctive causal procedures at work in forming the miniaturized scale and large scale parts of disparity in industrialist social orders. The Marxist convention is a profitable assortment of thoughts since it effectively recognizes genuine components that issue for an extensive variety of critical issues, yet this does not mean it has a syndication on the ability to distinguish such systems. Practically speaking, at that point, sociological research by Marxists should join the unmistakable Marxist-distinguished components with whatever other causal procedures appear to be relevant to the informative assignment at hand.3 What may be known as a 'logical thinker authenticity' has supplanted the 'stupendous skirmish of ideal models'.

For straightforwardness, in what tails I will concentrate on three bunches of causal procedures pertinent to class examination, each related with an alternate strand of sociological hypothesis. The primary recognizes classes with the properties and material life states of people. The second concentrates on the routes in which social positions bear the cost of a few people control over monetary assets while barring others—characterizing classes with respect to procedures of 'chance accumulating'. The third approach considers classes as being organized by instruments of mastery and abuse, in which financial positions accord a few people control over the lives and exercises of others. The first is the approach taken in stratification inquires about, the second is the Weberian point of view, and the third is related with the Marxist custom. Properties and conditions Both among sociologists and among the lay open, class is mainly considered as far as individual traits and life conditions. Traits, for example, sex, age, race, religion, knowledge, training, topographical area, et cetera, are held to be weighty for various things we might need to clarify, from wellbeing to voting conduct to childrearing rehearses. Some of these traits are gained during childbirth, others sometime down the road; some are steady, others very reliant upon a man's particular social circumstance, and may as needs be change after some time. In the stratification approach, individuals can likewise be ordered by the material conditions in which they live: messy flats, lovely rural houses or chateaus in gated groups; desperate neediness, satisfactory wage or unrestrained riches, et cetera. 'Class', at that point, recognizes those monetarily imperative properties that shape individuals' chances and decisions in a market economy, and hence their material conditions. Class neither should nor be distinguished basically with individuals' individual properties nor with their material states of life; rather, is it a method for discussing the interconnections between these two. Inside this approach, the key individual quality in monetarily created social orders is training, however a few sociologists additionally incorporate more slippery properties, for example, social assets, social associations and even individual motivations.4 When

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these distinctive characteristics and life conditions extensively group together, at that point these bunches are called 'classes'. The 'white collar class' here signifies individuals who have enough training and cash to take an interest completely in some ambiguously characterized 'standard' lifestyle (which may incorporate specific utilization designs, for instance). The 'privileged's assigns individuals whose riches, high salary and social associations empower them to experience their lives separated from 'customary' individuals, while the 'lower class' alludes to the individuals who do not have the essential instructive and social assets to live safely over the destitution line. At long last, the 'underclass' are the individuals who live in extraordinary destitution, minimized from the standard of society by an absence of essential training and aptitudes required for stable business. In the individual-credits way to deal with class, the focal worry of sociologists has been to see how individuals gain the attributes that place them in some class. Given that for the vast majority in the nations where sociologists live, monetary status and prizes are predominantly gained through work in paid employments, the focal concentration of research in this custom has been the procedure through which individuals get the social, motivational and instructive assets that influence their occupations in the work advertise. Since the states of life in youth are obviously of extensive significance in these procedures, this approach gives a lot of regard for what is some of the time called 'class foundation'— the family settings in which these key characteristics are obtained. In a stripped down shape, the causal rationale of these sorts of class forms is shown in Figure 1 (overleaf). Aptitudes, instruction and inspirations are, obviously, imperative determinants of a person's financial prospects. What is absent in this

Figure 1: The individual-attributes approach to class and inequality
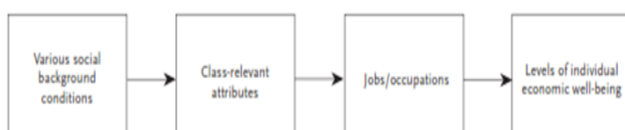
way to deal with class, in any case, is any genuine thought of the disparities in the positions individuals involve, or of the social idea of those positions. Instruction shapes the sorts of occupations individuals get, however why are a few employments 'better' than others? For what reason carry out a few employments present a lot of energy while others don't? What's more, is there any connection between the influence and riches delighted in by a few and its absence experienced by others? As opposed to concentrating only on the procedure through which people are arranged into positions, the other two ways to deal with class examination start by analyzing the idea of the positions themselves.

CONCLUSION:

It is clear from the investigation that the ISO 9001 (QMS) and ISO 14001 (EMS) International Standards share much in like manner and in that way, legitimize the coordinated approach. The organizations that have a current ISO 9001 and wish to coordinate an ISO 14001 with it might require understanding the accompanying:

• The organizations must comprehend the current QMS and its viability, view of the workforce with respect to the framework and lucidity and workability of the current QMS documentation. As such, the individuals from staff must trust that the framework is helping the office to accomplish wanted outcome.

• The organizations must guarantee that the extent of the two frameworks is steady i.e., the frameworks will cover similar offices, items, exercises, as well as administrations. Specifically, this will be an essential issue if thirdparty enlistment will be looked for.

• To decide the ideal way to deal with framework incorporation, the organizations must set up a Cross Functional Team (counting, at the very least, delegates from the natural and quality capacities).

• It is a reality that a few workers and administrators might be hesitant to change a framework with which they are as of now well-known or potentially in which they have imperative parts. All things considered, the organization needs to oversee protection from change as required.

• The organizations must comprehend the distinction of reason amongst QMS and EMS. On the off chance that there are numerous normal administration framework components, there are components of every framework that are special as well. On account of EMS, these incorporate, for instance, ecological viewpoints, interchanges, and crisis readiness and reaction. These distinctions must be recognized and obliged inside the incorporated administration framework.

• The organizations need to adjust framework documentation as required and keep techniques basic and clear for clients. In addition, audit of proposed changes on influenced directors and representatives must be watched and be given due significance.

• The organizations need to consider whether to incorporate the methodology or keep them

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isolate on a system by-technique premise. On the off chance that coordination can lessen the aggregate number of strategies or work guidelines, it additionally can befuddle the general reason for such techniques, now and again.

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Corresponding Author

Sachin Anilkumar Mehta*

Ph.D. Research Student, MUIT, Lucknow

E-Mail – **sachi21.sm@gmail.com**

Sachin Anilkumar Mehta[1]* Dr. Ankur Awasthi[2] Dr. Sharad Mahajan[3]