

Approach 4: “Control by sector comparison” (shows breadth + ‘all types’ explicitly)

This approach organises the essay by organisation type (private, public, charity/NGO, small business/startup). This makes it easy to prove “controlling is essential in organisations of all types” and provides natural examples.

Step-by-step guide

1. Pick 3 sectors (private + public + charity) or 4 (add SME/startup).
2. In the “why essential” section, create mini-subsections for each sector.
3. Use the same control concept across all sectors but show how purpose changes controls.
4. Use theories as a “lens” explaining why control differs across contexts.
5. Challenges and mitigations: compare what is harder/easier in each sector.

Section guidance

Why control is essential (400 words): (sector mini-comparisons)

- Private: profit, competitiveness, efficiency, quality.
- Public: accountability to taxpayers, service standards, compliance.
- Charity/NGO: governance, donor trust, impact measurement.
- SME/startup: cashflow control + prioritisation.

Theory link (400 words):

- Fayol: universal principles; critique “one best way” vs sector differences.
- Systems approach: each sector is an open system with different stakeholders.
- Leadership styles:
 - Public sector may lean bureaucratic (control heavy).
 - Startups may lean laissez-faire early; later need more formal controls.
 - Transformational useful in charities to align mission and self-regulation.

Challenges (400 words):

- Public: political targets, conflicting stakeholder demands.
- Charity: impact measurement (hard to quantify outcomes).
- Private: short-term KPIs vs long-term value.
- SME: limited data systems; owner-manager bias.

Mitigation (400 words):

- Tailor controls to purpose: impact metrics in NGOs; balanced scorecard in firms; service KPIs + quality audits in public sector.
- Combine participation + clarity: democratic KPI setting, transparent reporting.
- Leadership alignment: transformational framing to reduce resistance; autocratic only for crises.

Example set

- NHS (targets/quality trade-offs).
- Oxfam/Red Cross-type NGO reporting and safeguarding controls.
- A supermarket chain (inventory + quality control).
- A startup (burn rate, OKRs, governance as it scales).