

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF  
PERSONNEL MANAGEMENT"**

**Danube branch**



**SYLLABUS**

*of the academic discipline (selective)*

***FUNDRAISING***

Specialty                      **D3 Management**

Educational level:        **First (bachelor's) level**

Educational program:    **Management**

## General information about the academic discipline

Name of the discipline	<b>Fundraising</b>
Code and name of specialty	<b>D3 Management</b>
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	<b>3 credits / 90 hours</b> Lectures: <b>16</b> Seminars/practical classes: <b>14</b> Students' independent work: <b>60</b>
Terms of study of the discipline	8 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

## General information about the teacher. Contact information.

<b>Miroshnichenko Oleksiy Volodymyrovych</b>	
Academic degree	PhD in Economics
Position	Associate Professor of the Department of Economics and Management
Areas of scientific research	Socio-cultural aspects of modern management; historical memory and national identity as resources of socially responsible business; HR management and language policy in organizations; methodology of scientific research in the context of digitalization and military challenges.
Links to the registers of identifiers for scientists	Google Scholar <a href="https://scholar.google.com/citations?user=f_m_u7EatP4C&amp;hl=ru">https://scholar.google.com/citations?user=f_m_u7EatP4C&amp;hl=ru</a> ORCID: <a href="https://orcid.org/0009-0002-4404-2766">https://orcid.org/0009-0002-4404-2766</a>
Teacher's contact information:	
E-mail:	menedzmentuk@gmail.com
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Instructor's portfolio on the website	<a href="https://izmail.maup.com.ua/assets/files/miroshnichenko-portfolio-a.pdf">https://izmail.maup.com.ua/assets/files/miroshnichenko-portfolio-a.pdf</a>

### **Discipline's description.**

The discipline "Fundraising" is dedicated to the study of strategies and tactics for attracting external resources (financial, material, intellectual) for the implementation of social, cultural and business projects. The course covers the entire cycle of fundraising activities: from identifying donors and writing grant applications to building long-term relationships with patrons and partners. Students will master the tools of crowdfunding, sponsorship, work with foundations and corporate social responsibility (SWR).

**The subject of the discipline** is the processes, methods and technologies of searching, attracting and accumulating resources from various sources to ensure the sustainable operation of organizations and the implementation of specific projects.

**The aim of the discipline** is to form future managers' professional competencies in designing fundraising campaigns, developing project proposals and effective communication with potential donors and investors.

**The objectives of the discipline** are to master the ethical and legal principles of fundraising; to study the psychology of charity and donor motivation; to master the methodology of writing grant applications. The course provides for the development of skills in project presentation (pitching), managing the budget of funds raised and reporting to partners. The educational process is aimed at training a specialist who can ensure the financial stability of the organization in conditions of limited own resources.

As a result of studying the selective educational component "Fundraising", applicants must:

**Know:**

- main sources and types of fundraising (project, operational, grant);
- structure and requirements for the grant application (logframe, expected results, sustainability);
- types of donor organizations and the specifics of working with international funds;
- Internet fundraising tools and crowdfunding platforms;
- principles of transparency and accountability when working with the resources involved.

**Be able to:**

- search for donors using specialized databases and registers;
- formulate the mission, goals and objectives of the project in the language of the donor;
- draw up a detailed budget for a fundraising campaign and justify costs;
- develop a fundraising strategy for a non-profit organization or startup;
- present the project to a potential patron using persuasion techniques

**Prerequisites for the discipline.** The study of the course is based on the knowledge gained during the mastering of the following compulsory disciplines: "Management" in terms of planning activities and organizing teams; "Marketing" to understand donor segmentation and promotion of social products; "Finance, Money and Credit" to understand cash flows and financial statements; "Digital Technologies in Management" for working with online fundraising platforms.

**Post-requisites for the discipline.** The results of the study of the discipline are final in nature and are directly integrated into the final stages of the educational process, providing applied tools for writing and successfully defending the bachelor's qualification work in terms of substantiating sources of funding and attracting investments. The obtained competencies in grant writing and project pitching are used during pre-graduation practice to develop recommendations for the resource provision of organizations, as well as are synchronized with the parallel study of the courses "Fundamentals of Project Management"

and "Strategic Management of Enterprise" to form skills for creating viable development strategies in conditions of limited own resources. In the future, the formed practical experience becomes the foundation for the professional activity of a manager in the non-profit sector, startup industry or in the implementation of socially significant initiatives within the framework of corporate social responsibility of business.

### Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Fundraising as a strategic function of management: essence, types and ethical standards	<b>Teaching methods:</b> <ul style="list-style-type: none"> <li>- step-by-step development of a grant application from problem formulation to budgeting.</li> <li>- practicing the skills of public presentation of the project in front of "donors" (role-play).</li> <li>- analysis of successful and failed crowdfunding campaigns on platforms (Kickstarter, Razom, Spilnokosht).</li> <li>- Work with real databases of foundations and international donors in real time.</li> </ul> <b>Assessment methods</b> <ul style="list-style-type: none"> <li>- assessment of individual stages of writing a grant application (logical-structural matrix, budget).</li> <li>- Defending a strategy for attracting resources for a specific social or business project.</li> <li>- performing tasks to identify suitable donors for the specific needs of the organization.</li> <li>- online testing for knowledge of terminology, ethical principles, and legal aspects of fundraising.</li> </ul>
Topic 2	Sources of resource provision	
Topic 3	Grant Writing Technology: From Idea and Logical-Structural Matrix to Writing a Winning Application	
Topic 4	Corporate fundraising and social responsibility of business (CSR): partnership mechanisms.	
Topic 5	Crowdfunding and digital fundraising tools	
Topic 6	Building long-term relationships with donors	
Topic 7	Organization of special events and charity events as a fundraising tool	
Topic 8	Assessment of the effectiveness of fundraising activities, financial statements and audit of attracted resources	
<b>Module Assessment Task</b>		
Final assessment: pass/fail (credit)		

### Technical Equipment and Software.

The educational process is carried out in specialized classrooms equipped with multimedia tools (projector, computer, interactive whiteboard) for visualizing lecture material and presenting the results of practical research. Each workplace of the applicant is provided with a personal computer with access to the Internet through free Wi-Fi coverage.

#### Software and Digital Resources:

Applied office suites: using MS Office (Excel, Word, PowerPoint) to calculate the cost, calculate contract prices, conduct CVP analysis, and prepare project budgets.

Specialized analytical platforms: work with international databases Trade Map and Market Access Map (ITC) to analyze foreign markets and select target regions.

Information portals and registers: use of online resources of Interreg programs and digital crowdfunding platforms (Spilnokosht, Kickstarter) to identify donors and develop grant applications.

Regulatory frameworks: access to the portals of the Verkhovna Rada of Ukraine, the State Customs Service and official EU resources to monitor updates in the legislation on cross-border cooperation and foreign economic activity.

Communication tools: interaction between participants in the educational process and distance learning is carried out through learning platforms (ZOOM, Moodle) and corporate mail.

**Forms and methods of assessment.**

The system of assessment of applicants' knowledge includes current and final (semester) control in the form of a test.

*Current assessment* is carried out systematically during practical classes in order to check the level of mastery of the theoretical foundations of fundraising activities, the formation of skills in designing grant applications, as well as the ability to use digital platforms and tools to attract resources and monitor the donor environment.

*Forms of student participation in the educational process that are subject to ongoing control.*

Students' participation in the educational process is realized through oral presentations, presentations of analytical studies on fundraising strategies by well-known foundations or organizations, reports on the results of the analysis of successful crowdfunding campaigns, as well as active participation in team professional discussions and simulations of "pitching" projects to donors. The written component of the work includes the implementation of control and test tasks for knowledge of the ethical and legal foundations of fundraising, the development of logical and structural matrices of projects, the preparation of project budgets and the writing of analytical notes on the identification of potential grantmakers.

**Methods of ongoing assessment include:** The methodological control toolkit combines oral forms (interviews, defense of individual project proposals) and written types of work (drawing up grant applications, developing communication plans with partners, calculation tasks for assessing the cost of attracting resources). The assessment is also based on observation of the activity of applicants when solving problem situations in real time (for example, prompt adaptation of the budget to the requirements of the donor), checking presentations based on the results of developing corporate sponsorship strategies and testing on the key methodological blocks of the course.

**Grading system and requirements.**

Table of distribution of points received by students\*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1.2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6.7)	Seminar 5 (Topic 8.9)	Seminar 6 (Topic 10)	Module assessment task	Pass /Fail	
Work in a seminar class	6	6	6	6	6	6	20	20*	100
Independent work	4	4	4	4	4	4			

\*The table contains information about the maximum points for each type of academic work of a higher education applicant.

## **Assessment Criteria and Procedure**

Assessment of students' educational achievements is carried out in accordance with the current Regulations on Assessment in a Higher Education Institution.

**Modular Assessment.** Modular Assessment (MA) is carried out at the final lesson of each content block in the form of written testing.

When evaluating the unit test, the volume and correctness of the tasks are taken into account:

- grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- grade "good" (B) is given for completing 80% of all tasks;
- grade "good" (C) is given for completing 70% of all tasks;
- the grade "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are correctly completed;
- An "unsatisfactory" (FX) rating is given if less than 50% of the tasks are completed.
- Failure to appear for the unit test - 0 points.

The above scores are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the discipline "Fundraising" is a mandatory form of assessment of students' learning outcomes. It is carried out within the terms determined by the curriculum and covers the amount of material determined by the course program.

The final assessment is carried out in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is given based on the student's learning outcomes during the semester. The student's assessment consists of points accumulated from the results of the current assessment and incentive points.

Students who have completed all the required tasks and received a score of 60 points or higher receive a grade corresponding to the grade received, without additional testing.

For students who have completed all the necessary tasks, but received a score below 60 points, as well as for those who want to improve their score (result), the teacher conducts the final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

### *Evaluation of Additional (Individual) Educational Activities*

Additional (individual) types of educational activities include the participation of applicants in the work of scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc., in excess of the scope of tasks that are established by the relevant work program of the academic discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) types of educational activities can be awarded incentive (bonus) points for a certain educational component.

### Assessment of independent work (Maximum — 4 points)

The total number of points received by a student for independent work is one of the components of academic success in the discipline. Independent work on each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized criteria for assessing knowledge.

#### Scale for evaluating the performance of independent work (individual tasks)

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

Forms of assessment include: current assessment of practical work; current assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparation of resumes on independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure a comprehensive assimilation of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activities at a high level.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used

#### Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C	satisfactorily	
68 – 74	D		
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

### Discipline's Policy

The policy of the discipline is based on the principles of partnership, transparency and deadline management, since success in attracting resources directly depends on business reputation and clarity of fulfillment of obligations. Since the course is taught in the final semester and has an applied nature, active participation in practical classes is mandatory, because it is here that the skills of presenting projects and negotiating with donors are

practiced. Students must strictly adhere to the deadlines for submitting project proposals and budgets, since in the real practice of fundraising, being late even by a minute leads to the disqualification of the grant application.

Academic integrity is a fundamental requirement: any copying of other people's project ideas or falsification of budget calculations is considered a gross violation of professional ethics. The use of artificial intelligence tools is encouraged to search for donor organizations or stylistically edit the text of the application, but the logic of the project, the definition of goals, and the justification of costs should be the result of the student's independent analytical work.

During teamwork on cases, it is expected to adhere to the principles of inclusiveness and mutual respect, which models the corporate culture of charitable foundations and international organizations. Any manifestations of discrimination or disrespect for the opinions of colleagues are unacceptable. Communication with the teacher regarding project consulting or clarification of evaluation criteria is carried out through official corporate channels during working hours, which contributes to the consolidation of professional business communication skills before entering the labor market.

### **Recommended sources of information**

#### **Basic literature:**

1. Project Management and Fundraising in the Field of Education: Educational and Methodological Guide to the Course. IvanoFrankivsk, 2021. 140 p.
2. Cremades Alejandro The Art of Fundraising / trans. from English. A. Vakula. Kharkiv: Publishing house "Ranok": Fabula, 2019. 208 p.
3. Crowdfunding is a guide to sustainability. URL:  
<https://drive.google.com/file/d/1RLJj6T2FIruXwXgZhY7IBvKzQCSns6NT/view>
4. Tesliuk S. A. Fundraising and Project Implementation: Lecture Notes (electronic edition). Lutsk: Lesya Ukrainka Volyn National University, 2022. 102 p.
5. Leonova V. I. Volunteer movement in Ukraine: method. recommendations / V. I. Leonova; State Institution "Pivdenoukr. Nats. ped. Univ. K. D. Ushinsky". – Odesa: BukaeV. V., 2019. – 56 p.

#### **Additional literature:**

1. Fundraising, or attracting resources for ideas and projects. URL:  
<https://www.stepngo.in.ua/wp-content/uploads/2021/02/fundraising-for-ngos.pdf>
2. Mykhalchuk L. V., Bendiug E. S. Methods of attracting financial resources for the development of social entrepreneurship. Economics and Society. No 32. 2021. URL:  
<https://economyandsociety.in.ua/index.php/journal/article/view/803>
3. Public crowdfunding as a form of public-private partnership. Electronic Scientific Professional Edition of Economic Sciences "Modern Economics", No. 37 (2023), pp. 31-36. URL:  
<https://dspace.mnau.edu.ua/jspui/bitstream/123456789/13806/1/volosovych.pdf>

4. Development Project Management Guide: Interactive Tutorial / Authors' Team; for general. Ed. I. E. Tsependa, S. O. Kropelnytska. IvanoFrankivsk: Vasyl Stefanyk Pre-carpathian National University, 2021. 352 p.
5. Sokolova A. M. Algorithm for the implementation of fundraising activities. URL: <http://dspace.nbuiv.gov.ua/bitstream/handle/123456789/48336/11-Sokolova.pdf?sequence=1>
6. Egorova I.V. Practice of Implementation of Pedagogical Projects and Fundraising in the Sphere of Higher Education. / I.V. Egorova // Innovative Pedagogy: Black Sea Research Institute of Economics and Innovation. - 2021. - № 37. - 13 p.
7. Kalandarov A. Legal Regulation of Equity-Based Crowdfunding. World Bulletin of Social Sciences. 2023. № 25. P. 25–29.
8. Vyas A. A Study on Crowdfunding as an Innovative way to Finance Startups. Shanlax International Journal of Management. 2023. № 10(4). P. 5–9

**Information resources:**

1. Fundraising official website INFO.com. URL: <http://www.fundraisinginfo.com/>.
2. Official website of Fundraising Ireland. URL: <http://www.fundraisingireland.ie/>.
3. Grantstation official website. URL: <http://www.grantstation.com/>.
4. The European Fundraising Association / EFA. URL: <https://efa-net.eu/>