

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО
на засіданні кафедри
менеджменту, бізнесу і
адміністрування
Протокол № 11 від 12.01.2026 р.

ПОГОДЖЕНО

Перший проректор



Василь ОТЕНКО

ФАНДРАЙЗИНГ ТА КРАУДФАНДИНГ
робоча програма навчальної дисципліни (РПНД)

Галузь знань	D Бізнес, адміністрування та право
Спеціальність	D3 Менеджмент
Освітній рівень	перший (бакалаврський)
Освітня програма	Менеджмент креативних індустрій

Статус дисципліни
Мова викладання, навчання та оцінювання

вибіркова
англійська

Розробник:
д.філ з обліку і
оподаткування

Маргарита СОБАКАР

Завідувач кафедри
менеджменту, бізнесу і
адміністрування

Тетяна ЛЕПЕЙКО

Гарант програми

Каріна НЕМАШКАЛО

Харків
2026

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF
ECONOMICS**

APPROVED

at the meeting of department
management, business
and administration
Protocol № 11 on 12.01.2026 p.

AGREED

First Vice-rector



Vasyl OTENKO

FUNDRAISING AND CROWDFUNDING
Program of the course

Field of knowledge **D Business, administration and law**
Specialty **D3 Management**
Study cycle **first (bachelor)**
Study programme **Creative Industries Management**

Course status
Language

elective
English

Developer:
PhD

Marharyta SOBAKAR

Head of management,
business and administration
department

Tetyana LEPEYKO

Head of study programme

Karina NEMASHKALO

Kharkiv
2026

INTRODUCTION

The program for studying the course “Fundraising and crowdfunding” has been developed in accordance with the educational program “Creative Industries Management” of the first (Bachelor’s) level of higher education and belongs to the cycle of elective courses.

The relevance of the course is justified by the specific features of the functioning of creative industries, which are characterized by a project-based nature of activities, a combination of cultural and economic effectiveness, and the active use of digital platforms and communication tools. Under these conditions, fundraising and crowdfunding act as key instruments for providing financial support to cultural, media, educational, social, and other creative initiatives.

The study of the course is aimed at developing in higher education students a system of knowledge about the mechanisms for attracting financial, material, and intangible resources for the implementation of projects in the field of creative industries, as well as practical competencies in planning and implementing fundraising and crowdfunding campaigns, which is a necessary condition for the professional activity of a modern manager of cultural and creative projects.

The purpose of the course: to develop theoretical knowledge and practical skills related to the organization, planning, implementation, and evaluation of fundraising and crowdfunding activities.

The objectives of the course are:

to reveal the essence, principles, and key concepts of fundraising and crowdfunding;

to familiarize students with the forms and sources of support for fundraising activities;

to introduce the activities of foundations, grant programs, and donor organizations;

to develop skills in project planning in the field of creative industries;

to acquire practical skills in preparing a project budget;

to master the skills of planning a fundraising campaign for a project;

to develop practical skills in designing a communication strategy with donors for resource mobilization;

to develop practical competencies required for the professional activity of a fundraiser;

to form the ability to evaluate project outcomes and the effectiveness of fundraising activities.

The object of the course is the process of resource mobilization for the implementation of projects in the field of creative industries.

The subject of the course is the theoretical foundations, methods, tools, and technologies of fundraising and crowdfunding, as well as mechanisms of interaction with donors, foundations, communities, and digital platforms.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO3	GC5, GC9, SC7
LO4	GC3, GC4, SC2
LO6	SC12
LO8	GC4, GC12, SC16, SC17
LO15	GC15, SC6
LO16	GC5, GC12, SC16
LO19	GC6, SC7

where GC3. The ability for abstract thinking, analysis, and synthesis.

GC4. The ability to apply knowledge in practical situations.

GC5. Knowing and understanding of the subject area and professional activity.

GC6. Ability to communicate in the state language both orally and in writing;

GC9. The ability to learn and master modern knowledge.

GC12. The ability to generate new ideas (creativity).

GC15. The ability to act based on ethical considerations (motives).

SC2. The ability to analyze the results of the organization's activities, compare them with the factors influencing the external and internal environment.

SC6. The ability to act socially responsibly and consciously.

SC7. The ability to choose and use modern management tools.

SC12. The ability to analyze and structure organizational problems and to formulate justified decisions.

SC16. The ability to demonstrate basic creative and critical thinking skills.

SC17. The ability to manage creative projects considering resource constraints and uncertainty in creative sector organizations.

LO3. To demonstrate knowledge of theories, methods, and functions of management, as well as modern leadership concepts.

LO4. To demonstrate skills in identifying problems and justifying managerial decisions.

LO6. To demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.

LO8. To apply management methods to ensure the effectiveness of the organization's activities

LO15. To demonstrate the ability to act socially responsible and socially conscious based on ethical considerations (motives), with respect for diversity and interculturality.

LO16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, and be critical and self-critical.

LO19. To demonstrate skills in analyzing and synthesizing information, adapting them to analyze and solve problems in various areas of business and management.

COURSE CONTENT

Content module 1. Theoretical foundations of fundraising and crowdfunding.

Topic 1. The essence, principles and basic concepts of fundraising and crowdfunding.

The essence of fundraising and crowdfunding and their role in financing projects. The main approaches to defining fundraising and crowdfunding activities. Goals and objectives of fundraising and crowdfunding. Subjects of the resource mobilization process and their interests. Principles, characteristic features and functions of fundraising activities.

Types and models of fundraising and crowdfunding. The place of fundraising and crowdfunding in the system of management and development of organizations..

Topic 2. Fundraising and crowdfunding activities and forms of their support.

Regulatory and legal foundations of fundraising. Searching for fundraising opportunities and ensuring sustainability of project financing. Interaction with business and partners, methods of interest and forms of non-material reward.

Crowdfunding as a practical mechanism for raising funds. Stages of preparation and implementation of a crowdfunding campaign. Crowdfunding platforms, their capabilities and limitations.

Topic 3. Funds and grants.

Funds and grants as sources of projects financing in the cultural, educational, scientific and social areas. The role of international and state donors. International and national funds and grant programs, their areas and funding priorities. Types of grants and their scope. Search for grant opportunities. Grant application as a tool for attracting funding. Grant cycle and criteria for evaluating grant applications. Typical errors in preparing grant applications.

Content module 2. Practical aspects of fundraising activities.

Topic 4. Planning of fundraising activities.

Algorithm of fundraising activities and its planning model. Defining problems and needs of the project.

Formulation of the goal and objectives of the project. Defining methods and stages of achieving the goal and objectives of the project, taking into account external factors and resource capabilities. Expected project results, quantitative and qualitative indicators of performance assessment. Logical scheme of the project, project plan, methods of its analysis and evaluation.

Topic 5. Choosing a strategy and appeal.

The concept of fundraising strategy. Analysis of the internal and external environment of the organization as a basis for forming a fundraising strategy. Defining target groups of donors and partners, segmentation of the donor audience.

Formation of strategic goals and priorities of fundraising activities. Selection of fundraising tools and channels for raising funds (grants, partnerships, crowdfunding, corporate support, individual donors). Building a communication system with donors. Fundraising strategy implementation plan.

Topic 6. Budget and results of fundraising activities.

The concept of a fundraising project budget and its role in achieving the objectives of fundraising activities. Functions of budgeting in fundraising. Principles and specific features of fundraising project budgeting. Structure of the project budget, cost classification, and development of expense items.

Fundraising reporting: types of reports and donor requirements. Budget execution control. Project and fundraising campaign results; financial and non-financial performance indicators.

Topic 7. Basic methods of fundraiser work.

Competencies, functions, and professional ethics of a fundraiser. Donor segmentation and selection of approaches for working with different target groups.

Personalized fundraising methods and building long-term relationships with donors. Use of digital tools in the work of a fundraiser. Results analysis, adjustment of approaches, and risk management.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

The list of practical (seminar) studies

Name of the topic and/or task	Content
Task 1	Presentation of successful examples of fundraising and crowdfunding implementation. Development of an idea for an individual project. Justification of the choice of crowdfunding platforms for the individual project. Planning donor engagement and reward options
Task 2	Search for and presentation of examples of projects that have received grant funding, indicating the foundations that financed these projects. Analysis of the role of the received funding in project development. Selection and justification of foundations and programs within which funding can be obtained for an individual project.
Task 3	Development of the project logical framework (logframe). Preparation of a project work (timeline) plan. Conducting an analytical evaluation of the project (SWOT analysis, PEST analysis, etc.), identifying strengths, risks, and opportunities for project improvement.
Task 4	Development of a communication strategy for the individual project. Selection and justification of individuals and organizations that should be involved in fundraising activities. Planning an event that can be organized within the framework of fundraising

	activities for the individual project.
Task 5	Preparation of a budget for the individual project. Planning types of fundraising activities.
Task 6	Presentation of individual projects

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1-7	Search, selection and review of literature on a given topic
Topic 1-7	Preparation for the Express test
Topic 1-7	Preparation for practical (seminars) classes
Topic 1-7	Performing a presentation
Topic 1-7	Preparing to the exam

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course “Electronic marketing”, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Lecture-discussions (topic 1 - 7), case study (topic 1 - 3), work in small groups (topic 1 - 7), presentations (topic 1 - 7), visualisations (topic 1 - 7), practical individual tasks (topic 1 - 7).

During lectures and practical classes, various teaching methods are employed, including explanatory and illustrative, problem-based, partially research-based, and research-based approaches.

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system to assess the learning outcomes of its students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: the maximum amount is 60 points; the minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam. The semester exam is taken during the examination session.

The maximum number of points that a student can receive during the exam is 40 points. The minimum number of points by which an exam is considered passed is 25 points.

The final grade in the course is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: express tests (estimated at 8 points (two express tests during the semester – the total maximum number of points – 16)); competence-oriented tasks on topics (five competence-oriented tasks during the semester – the total maximum number of points – 34); individual task presentation (estimated at 10 points).

Semester control: Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria.

Exam card example

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL ECONOMIC UNIVERSITY
First (bachelor) level of higher education
Specialty D3 “Management”
Study Programme “Creative Industries Management”
Course “Fundraising and crowdfunding”

EXAM CARD № 1

Task 1. Theoretical tests. Answer the questions. (10 points)

1. Which element of the SMART model answers the question: “Does our team have the necessary skills to implement the project?”

- a. Specific
- b. Measurable
- c. Time-bound
- d. Attainable

2. Match the type of grant with its description:

1. General support grant	a) for the development of the organization
2. Capital grant	b) to cover part of the project cost
3. Seed grant	c) for construction, renovation
4. Partially funded grant	d) for new initiatives

3. What percentage of own contribution do foundations usually require from the grantee?

- a. 50%
- b. 10 - 25%.
- c. More than 75%.
- d. up to 10%

4. What is recommended to be done with indirect costs if the fund refuses to finance them?

- a. Remove them from the project implementation plan.

- b. Require staff to work for free.
- c. Reduce the project implementation period
- d. Distribute them to other sections

5. Which of the following functions is not a budgeting function?

- a. Finding funding.
- b. Automatically increasing the organization's profit.
- c. Determining whether there is enough money to implement the project.
- d. Comparing actual costs with planned ones.

6. Arrange the stages of working with the grantor in the correct sequence:

Stage 1	a) monitoring and reporting on the use of funds
Stage 2	b) familiarization with the grantor's requirements
Stage 3	c) filling out the application form
Stage 4	d) searching for a suitable program
Stage 5	e) receiving a funding decision

7. Match the cost category with a specific example

1. Indirect costs	a) office rent
2. Direct personnel costs	b) payment for Internet packages for personnel
3. Technical support and communication	c) project manager salary
4. Consumables	d) payment for trainer services
	e) paper

8. Arrange the stages of preparing a fundraising campaign in a logical order

Stage 1	a) fundraising, holding events
Stage 2	b) determining target audiences
Stage 3	c) developing a media plan
Stage 4	d) analysing project results
Stage 5	e) determining the goal and budget

9. Match the elements of SWOT analysis with examples for a public organization

1. Threats	a) professional team
2. Strengths	b) lack of recognition in the media
3. Opportunities	c) difficult economic situation in the country
4. Weaknesses	d) emergence of new international funds

10. Match the source fundraising with an example of its use:

1. Grant	a) project financing through "Spilnokosht"
2. Sponsorship	b) company support for the event
3. Crowdfunding	c) charity concert with fundraising
	d) receiving funds within the framework of the Ministry of Culture program

Diagnostic task (12 points)

Case Study: "Fundraising for a Social Project».

A non-governmental organization plans to raise UAH 500,000 for a social project aimed at establishing a theatre group for children.

Tasks:

1. Propose a fundraising model (by types) suitable for this project.
2. Propose and justify the selection of crowdfunding platforms and foundations / programs through which funding for this project can be obtained.
3. Propose famous people (celebrities) and organizations that would be appropriate to involve in fundraising activities for this project.

Heuristic task (18 points)

Case Study: “Theatre Performance Production Project».

Project idea: An independent theatre plans to stage a performance of contemporary Ukrainian drama. According to preliminary estimates, UAH 800,000 is required to implement the project. It is necessary to develop the overall concept of the project and its fundraising campaign.

Tasks:

1. Present the goal of the project.
2. Identify the target audience of the project.
3. Formulate the project objectives in accordance with the SMART principle and explain the essence of the SMART principle.
4. Formulate the fundraising objectives in accordance with the SMART principle.
5. Propose 3–4 key performance indicators (KPIs) for evaluating the effectiveness of the project and the fundraising campaign.
6. Identify the main donors.
7. Propose a communication strategy for the project’s fundraising campaign (communication channels, the idea of a fundraising event, donor rewards, etc.).

Approved at the meeting of department management, business and administration, Protocol № __ on «_»_20

Examiner

Marharyta SOBAKAR

Head of Department

Tetyana LEPEYKO

Evaluation criteria

The final exam score is calculated as the sum of the points awarded for completing all tasks and is rounded to the nearest whole number in accordance with standard mathematical rounding rules.

The algorithm for completing each task includes separate stages that differ in complexity, workload, and significance for solving the task. Therefore, individual tasks and the stages of their completion are assessed separately, as follows:

Theoretical tests (maximum score is 10 points).

Test tasks consist of 10 tests. 1 point is given for each correct answer..

Diagnostic task (maximum score is 12 points).

11 – 12 points are awarded for full mastery of the course material and the ability to navigate

it confidently, as well as for the conscious application of knowledge to solve practical situations. When completing the task, the student must draw correct conclusions regarding the proposed practical (professional) situation and formulate their own recommendation for improving the identified problem. The presentation of the completed task must be neat and well-structured.

8 – 10 points are awarded for full mastery of the course material and the ability to navigate it confidently, as well as for the conscious application of knowledge to solve the task. The presentation of the completed task must be neat.

6 – 7 points are awarded for partial ability to apply theoretical knowledge to solving practical tasks, if the task is completed partially; the student's answers demonstrate an understanding of the basic conceptual provisions of the academic discipline.

2 – 5 points are awarded for mastering a significant amount of material; however, the student completes the task without sufficient understanding of how to apply the learning material and is unable to correctly complete all tasks.

0 – 1 points is awarded if the task is not completed as a whole.

Heuristic task. (maximum score is 18 points)

16 - 18 points are awarded for deep knowledge of the course material; the use of not only recommended but also additional literature; a creative approach; clear command of concepts, methods, techniques, and tools of financial science; and the ability to apply them to solving specific practical tasks and real-life professional situations. When completing the heuristic task, the student must propose a practical solution to the given situation and draw appropriate conclusions. The presentation must be clear, logical, and consistent.

13 - 15 points are awarded for full mastery of the course material and the ability to navigate it confidently, as well as for the conscious application of knowledge to solving a heuristic task, provided that all requirements are met. Minor errors may be present (i.e., the general approach to solving the task is correct, but minor inaccuracies occur in calculating certain parameters), or the presentation of results may be slightly incomplete. The presentation of the completed task must be neat.

10 - 12 points are awarded for the ability to apply theoretical knowledge to solving a heuristic task, if most of the task requirements are completed and the student's answer demonstrates an understanding of the conceptual framework of the discipline.

7 - 9 points are awarded for mastering a large volume of material; however, the student completes the heuristic task without sufficient understanding of how to apply the learning material and is unable to correctly complete all task components.

1 - 6 points are awarded for partial ability to apply theoretical knowledge to solving practical tasks, insufficient mastery of a large volume of material, and inability to correctly complete the task; the student encounters significant difficulties in analyzing economic phenomena and processes.

0 points is awarded if the task is not completed as a whole.

RECOMMENDED LITERATURE

Main

1. Klein K. Fundraising for Social Change (8th ed.) / K. Klein, S. Yogi. – New Jersey: Wiley. 2022. – 496 c.
2. Routley C. Fundraising Strategy (3rd ed.) / C. Routley, R. Sved. – Directory of Social Change. 2021.– 224 p.
3. Sargeant A. Fundraising Principles and Practice (3rd ed.) / A. Sargeant, Shang J. – Wiley. 2024. – 816 p.

4. Sukraw K. StoryFind: The Handbook for Finding and Telling Your Nonprofit's Most Impactful Stories / K. Sukraw. – Page Two Press. 2023. – 244 p.

Additional

5. Breznitz S. M. Crowdfunding in a Not-so-Flat World / S. M. Breznitz, D. S. Noonan // Journal of Economic Geography. – 2020. – № 20 (4). – P. 1069–1092.

6. Bürger T. Crowdfunding Cultural and Commercial Entrepreneurs: An Empirical Study on Motivation in Distinct Backer Communities / T. Bürger, D. S. Kleinert // Small Business Economics. – 2021. – № 57 (2). – P. 667–683.

7. Cai W. Crowdfunding and Social Capital: A Systematic Review Using a Dynamic Perspective / W. Cai, F. Polzin, E. Stam // Technological Forecasting and Social Change. – 2021. – № 162. URL: <https://doi.org/10.1016/j.techfore.2020.120412>.

8. Cicchiello A. F. Mapping Crowdfunding in Cultural and Creative Industries: A Conceptual and Empirical Overview / A. F. Cicchiello, S. Gallo, S. Monferrà // European Management Review. – 2022. – № 19 (1). – P. 22–37.

9. Dalla Chiesa C. Crowdfunding Artists: Beyond Match-Making on Platforms / C. Dalla Chiesa, E. Dekker // Socio-Economic Review. – 2021. – № 19 (4). – P. 1265–1290.

10. Gold J. Nonprofit Fundraising and Social Identity / J. Gold // Engaged Management ReView. – 2023. – Vol. 6 : Iss. 2 . URL: <https://doi.org/10.28953/2375-8643.1110>

11. Humeniuk A. Prospects for the development of fundraising activities in Ukraine / A. Humeniuk, O. Garmatiuk // SWorldJournal. – 2023. – № 21 (2). – P. 54–57.

12. Гвоздей Н. І. Особливості розвитку фандрайзингу в Україні / Н. І. Гвоздей, О. В. Ареп'єва // Наукові інновації та передові технології. – 2024. – № 1(29). – С.457-466.

13. Сігаєва Т. Є. Венчурний капітал та його роль у розвитку інноваційних підприємств / Т.Є. Сігаєва, С.І. Петровська, С.І. Іванишин // Наукові перспективи. – 2024. – № 2(44). – С. 917-926. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/32437>

Information resources

14. Raisely Blog on Fundraising. URL: <https://www.raisely.com/blog/tag/fundraising/>

15. FUNdraiser. Interactive learning platform. URL: <https://fundraiser.games>

16. 46 Crowdfunding Resources for Success. URL:

<https://www.creditsuite.com/blog/crowdfunding-resources/>

17. Ключі ефективного фандрейзингу: онлайн-курс, розроблений Інститутом лідерства та управління УКУ. – Режим доступу: https://www.youtube.com/playlist?list=PLpLtqiLSxZK_PtmNc4L0C6jn-ReRspnkt