

# **BUILDING SUSTAINABILITY**

## MANAGEMENT METHODS FOR

### ENERGY EFFICIENCY MBA



**Intake 2019 – 2021**

Summer Semester 2020

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THIS PUBLICATION REFLECTS THE STATE OF PLANNING AT THE TIME OF PRINTING. CHANGES MAY OCCUR.

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Dear students,

The concept of the German “Energiewende” – literally, energy transition – has gained international attention. It includes a variety of measures that aim at making Europe’s largest economy free of fossil fuels and nuclear energy. In order to attain this, all areas of energy production and consumption will have to go through a transition process. Besides mobility and production, buildings are therefore one of the key factors for a successful Energiewende. In the building sector, this means redirecting from a mainly fossil-fueled energy supply towards renewable energies and a much more energy-efficient use of energy in buildings and urban, as well as, regional areas. This is one of the largest and most urgent challenges of current urban development and other social disciplines.

Finding solutions to such a complex challenge means that a multitude of actors, from business, civil society, to public administration take part in the process and influence it with their differing and often conflicting interests. Resulting from this is the need for skilled workers who, based on highly professional qualifications, both understand all stakeholders and are able to work in a leading position with them.

The MBA program in Building Sustainability – Management Methods for Energy Efficiency will teach you exactly this: skills, methods, and concepts to consider different approaches, to understand them, and to align them for reaching sustainable solutions. Such proficiencies are not only important in the context of the Energiewende, but are indispensable in every building, construction and real estate project that takes energy efficiency and the other sustainability criteria like economic, ecological, social, and cultural balances into account.

In this regard, you will learn a lot from our experts, coming from research labs and scientific institutions as well as from the practical areas of planning and implementation. You will also learn from your classmates and hopefully enjoy the international, interdisciplinary teamwork as well as Berlin’s urban and cosmopolitan atmosphere.



Prof. Julian Wékel  
Academic Director

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# Overview

## The Building Sustainability Team

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## Studying Management Methods for Energy Efficiency with The Experts

According to the German Advisory Council on Global Change, by 2050, the urban population alone will be larger than the current total world population. This will lead to considerable challenges for the planning and the construction sector since roughly the same amount of infrastructure will be added in the next three decades as has been built since the beginning of industrialization. In addition, most of the existing infrastructure will have to be renewed in the same period. “For example, if the expansion of infrastructure has a CO<sub>2</sub> footprint that is similar to that of the current infrastructure of cement, steel, and aluminum in industrialized countries, the construction of new infrastructures in developing countries and emerging economies alone could lead to around a third of the total available CO<sub>2</sub> budget if the temperature increase is to be limited to 1.5°C.”<sup>1</sup>

In addition to the technical aspects regarding CO<sub>2</sub> saving solutions, strategic concepts for communication and cooperation are crucial for success in large-scale and structural important projects. Whereas building a house has become a manageable task, things become much more complicated when considering the urban environment and wider interests such as energy efficiency and other relevant factors of climate protection. The master program Building Sustainability focusses therefore not only on technical and economic perspectives but also aims at imparting basic knowledge in other relevant disciplines. This means that the scope of the program is both broad and specific at the same time. The combination of technology, management, and sustainability-related topics is, therefore, a unique opportunity for young professionals to extend their skills and prepare for important planning and construction-related team functions in this huge challenge of the 21<sup>st</sup> century.

Whereas the Building Sustainability program is new, there is already plentiful experience in conducting practice-orientated master programs on the EUREF campus. The first program started in October 2012, was taught in German, and focused on energy-efficient construction and operation of buildings. As a Master of Science, it was an interdisciplinary program with a very specific focus. It turned out, however, that this subject matter needs a broader scope. Two other Master programs – European and International Energy Law (Master of Business Law) and Energy Management (MBA) – also showed high international demand in the field of energy and sustainability. Therefore, current, and former students, teachers, and professionals re-designed the program and created Building Sustainability (MBA) with a schedule that focusses not only on engineers and architects but also on urban planners, economists, and project managers.

The idea is that sustainable project results can only be achieved in the extensive cooperation of all stakeholders, considering economic, ecological, social, and cultural aspects. Managing and moderating such cooperation is one of the major challenges of implementing sustainability in planning and building projects of all scales. The program aims therefore on enabling students to understand the complexity of sustainable

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<sup>1</sup> WBGU – German Advisory Council on Global Change (2016): Humanity on the move: Unlocking the transformative power of cities. Summary. Berlin: WBGU

planning and management processes and to develop solutions accordingly. This will happen in modules with different approaches: some will teach facts and numbers, others will facilitate connections between different fields and the soft skills of mediating between them, and some are designed to apply these competencies to practical projects.

Graduates will be able to moderate and manage complex projects in the construction, real estate, and planning sector. The program provides the knowledge and skills for assessing projects from technical, ecological, and economic perspectives and for creatively finding solutions to consider the varying stakeholders' interests, in teams or independently. Graduates will either be able to enter the labor market in both the private and public sectors or continue with postgraduate studies.





## Module Structure

### Building Sustainability - Management Methods for Energy Efficiency (MBA)

	1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester	3 <sup>rd</sup> Semester	
Orientation Week	Technology 9 ECTS	Management 12 ECTS	Compulsory Elective I 6 ECTS	Graduation Ceremony
	Economics 6 ECTS		Compulsory Elective II 6 ECTS	
	Business 9 ECTS	Lecture Series 6 ECTS	Master Thesis 18 ECTS	
	Law 6 ECTS	Interdisciplinary Project 12 ECTS		
	30 ECTS	30 ECTS	30 ECTS	

## Outline

### Location and Times

Lectures, tutorials, consultancy, and company presentations take place at House 9, EUREF-Campus, 10829 Berlin, or at the TUB Main Campus, as announced via Moodle.

### Lectures

Lectures are held by professors and academic staff of TU Berlin and other universities, and by professionals of the energy industry. They convey the core teachings. Group work is frequent. Homework may be assigned.

Tutorials are mostly held by research associates and assistants of the respective chairs. Of a generally more interactive nature, they repeat lecture material, supply supportive information, offer additional training, and help prepare for lectures and exams.

### German for Beginners Class

Level A1.1: TBA

Level B1.1: TBA

Language classes incur a small additional fee. Advanced language classes are available, for which the taking of a test is mandatory.

### E-Learning Platform 'Moodle' and WirelessLAN

**I**nformation **S**ystem for **I**nstructors and **S**tudents (ISIS)/Moodle is a software for online learning platforms for announcements, distribution of material, registration to events, etc. An introduction will be given in the first week. Please log on frequently, even in lecture-free times. The TU Berlin offers [Wireless LAN](#) (WLAN) with full coverage across its campus. Students have the possibility to access the internet from any point on the campus.

**Exams**

A written (e-) exam, paper, presentation, or portfolio concludes each module. Everything that was taught in the lectures, tutorials, and Excursions within the module may be subject to examination. Exams start on time! A failed examination may be repeated twice. For further details, please refer to the official Study and Examination Regulation.

**Second Semester**

**2020**

**Start of Summer Term**

Lecture period  
April 20, 2020 - July 18, 2020

## **Additional Course: Academic Writing**

Benjamin Grosse, M.Sc.

Emily Schneider, J.D., M.A.

Academic writing is clear, concise, focused, structured and backed up by evidence. Its purpose is to aid the reader's understanding.

Conducting scientific research and writing about it are two strands of the same job, and while the research can usually be done in your native language, the writing often can't. English has become the scientific language of the 21st century. Non-native speakers are not only challenged by grammar, vocabulary, and punctuation; to get their results published, they also have to satisfy the peer-reviewers' and readers' expectations.

You will be enabled to move a step forward in producing well-written research. After the course, you will be more confident in your ability to write readable scientific English, know how to avoid common mistakes and what support is available and have a more detailed understanding of the writing process.

### **Methods**

The class will have a seminar character as tutorials, group work, work in pairs, individual writing, individual coaching, and practical exercises.

*This is an additional course offered outside of your regular coursework. Yet we strongly recommend taking advantage of this opportunity.*

There will be two different subjects presented.

Benjamin Grosse will focus on academic writing in terms of structure, content, and most importantly citation.

Emily Schneider will focus on the actual process of writing, including mind mapping, sentence and paragraph creation, and peer-reviewing.

Registration will take place via Moodle/ISIS:

### **Benjamin Grosse**

Mon. 20.04.2020 from 16.00 to 18.00 or Mon. 15.06.2020 from 16.00 to 18.00

and

### **Emily Schneider**

Wed. 15.04.2020 from 17.30 – 19.30 or Thur. 16.04.2020 from 17.30 to 19.30

After successful completion of Emily Schneider's base course, you may continue on to her workshops for more in-depth practice.

Group I – 06.06. & 20.05. from 17:30 to 19:30

Group II – 13.05. & 27.05. from 17:30 to 19:30

Further details, including the selection procedure, will be published on Moodle.

## Module 05 Management

### Prof. Dr. Søren Salomo

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### Aims and Scope

Students are able to independently identify, analyze, and design strategic approaches taking into account the consequences of environmental changes for planning, management, and controlling. They do this by incorporating interdependent technological, economic, business and legal processes in companies and organizations and taking into account social responsibility and sustainable development. Students will be able to define the main features of management in the construction sector, apply problem-solving skills to case studies using different fields of knowledge and present options for optimizing the building sector.

### Schedule

- Fri. 17/04/20**      **Lecture: Introduction to Strategic, Project & Innovation Management**  
 Prof. Dr. Dodo zu Knyphausen-Aufsess  
 Prof. Dr. Søren Salomo  
 Prof. Julian Wékel  
*Group Work Introduction and Assignment to Groups I*
- Sat. 18/04/20**      **Lecture: Operations - Project Management - TIM**  
 Prof. Dr. Søren Salomo  
 Prof. Dr. Hans-Luidger Dienel  
 Prof. Julian Wékel  
*Group Work Introduction and Assignment to Groups II*
- Thu. 23/04/20**      Tutorial (Specialized): Communication Training  
 Bettina Brockmann (Online)
- Tutorial (Specialized): How to Write a Professional PowerPoint Presentation  
 Emily Schneider
- Fri. 24/04/20**      **Lecture: Quantitative Methods for a Project Plan (half day)**  
 Prof. Dr. Thomas Volling
- Sat. 25/04/20**      **Quiz on Lectures April, 17 & 18 (10%)**  
**Lecture: Innovation Management**  
 Prof. Dr. Søren Salomo

- Wed. 29/04/20** Tutorial (Specialized): Communication Training  
Bettina Brockmann  
Tutorial (Specialized): How to write a Project Plan  
Dr. Nadja Berseck
- Mon. 04/05/20** **Lecture: Technology Management**  
Prof. Dr. Søren Salomo
- Wed. 06/05/20** Tutorial: Pitch Training / Inhouse Communication Training  
Bettina Brockmann  
Company Visit/Presentation  
N.N.
- Wed. 13/05/20** **Examination 08.00 – 09.00 o'clock**  
**Quiz, written on Innovation and Technology Management**  
**Lectures (30 minutes) (30%)**  
Prof. Dr. Søren Salomo
- Thu. 14/05/20** **Lecture (Specialized): Introduction to Costing (DIN 276)**  
Prof. Dr.-Ing. Nicole Riediger (Unconfirmed)
- Fri. 15/05/20** **Lecture (Specialized): Introduction to Project Management in the Building Sector**  
Thorsten Schulte (Unconfirmed)
- Mon. 18/05/20** **Lecture (Specialized): Business Operations in the Building Sector**  
Prof. Dr. Thomas Volling
- Thu. 28/05/20** **Lecture (Specialized): Project Management Scheduling in the Building Sector**  
Thorsten Schulte (Unconfirmed)
- Fri. 29/05/20** **Lecture (Specialized): Scrum and agile Project Management: Introduction**  
Dr. Angela JAIN (Unconfirmed)
- Wed. 01/07/20** **Examination: Handing in of Report (Voice Over PPT) (40%)**
- Fri. 17/07/20** **Examination: Oral (20%), questions related to delivered report**

## Literature

[1]



## Module 06 Lecture series

### Prof. Julian Wékel

#### Academic Director

Building Sustainability – Management Methods for  
Energy Efficiency MBA

[www.master-in-energy.com](http://www.master-in-energy.com)



### Aims and Scope

The aim of the lecture series is to expand the regular study program, with its core orientation on sustainability in building development, by providing broader aspects of sustainable urban and regional development. Through these special lectures, a discourse on the individual dimensions of sustainability in economics and ecology as well as social and cultural aspects will be encouraged.

### Schedule

- |                        |   |
|------------------------|---|
| <b>Tue. 21/04/20</b>   | <b>Lecture:</b> Climate-KIC<br><b>Svea Heinemann</b>  |
| <b>Tue. 28/04/20</b>   | <b>Lecture:</b> The German Baukultur and its Contribution to Sustainable Development and Construction<br><b>Reiner Nagel</b>                              |
| <b>Tue. 05/05/20</b>   | <b>Lecture:</b> Smart Cities – The Influence of Digitalization and Other Factors on Future City Development<br><b>Dr. Jens Libbe</b>                      |
| <b>Tue. 12/05/20</b>   | <b>Lecture:</b> Innovative Mobility Concepts for European Metropolitan Regions<br><b>Friedemann Kunst</b>   |
| <b>Tue. 19/05/20</b>   | <b>Lecture:</b> New Urban Growth – A Chance or Risk for Sustainable Urban Development<br><b>Uli Hellweg</b>   |
| <b>Tue. 26/05/20</b>   | <b>Lecture:</b> Aspects of Sustainable Spatial Planning and Development in Germany<br><b>Prof. Dr. János Brenner</b>                                      |
| <b>Tue. 09/06/20</b>   | <b>Lecture:</b> Sustainable City Development: Hamburg<br><b>Prof. Jörn Walter</b>   |
| <b>Tue. 16/06/2020</b> | <b>Lecture:</b> Geothermal Energy – The ideal Renewable Energy for Heating and Cooling for Sustainable Buildings<br><b>Prof. Dr.-Ing. Rolf Katzenbach</b> |

**Tue. 30/06/2020**    **Lecture:** Integrated Development as a Prerequisite for Sustainability and Climate Protection in Cities and Regions  
**Hilmar von Lojewski**

**Tue. 07/07/2020**    **Lecture:** European initiatives for Sustainable Urban Mobility  
**Prof. Dr.-Ing. Anke Karmann-Woessner**

## Module 07 Interdisciplinary Project

### Prof. Dr. Tetyana Morozyuk

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### Aims and Scope

After this module, the students will have an experience to follow the concepts of sustainability for the buildings, be able to evaluate the energy-related parameters for different types of the ready-planned and already existing building, implement new and innovative concepts to the improvement and optimization strategies of sustainability-related and have the experience to apply the knowledge from the project management module (work in a small project group with little assistance) and scientific writing module (presentations and reports).

### Schedule

<b>Thu. 16/04/20</b> 9:30 – 11:00	<b>Introduction to IDP</b> Prof. Dr. Tetyana Morozyuk Dipl.-Ing. Daniel Freund Dipl.-Ing. I M.Eng. Christoph Vornhusen Prof. Dr.-Ing. Andreas Holm
11:15 – 17:00	<b>Lecture: Smart Buildings I</b> Dipl.-Ing. Daniel Freund
<b>Tue. 21/04/20</b> 13:45 – 17:00	<b>Lecture: Energy Surveying and Auditing I</b> Dipl.-Ing. I M.Eng. Christoph Vornhusen
<b>Tue. 28/04/20</b> 13:45 – 17:00	<b>Lecture: Energy Surveying and Auditing II</b> Dipl.-Ing. I M.Eng. Christoph Vornhusen
<b>Thu. 30/04/20</b> 09:30 – 17:00	<b>Lecture: Smart Buildings II</b> Dipl.-Ing. Daniel Freund
<b>Tue. 05/05/20</b> 13:45 – 17:00	<b>Lecture: Energy Surveying and Auditing III</b> Dipl.-Ing. I M.Eng. Christoph Vornhusen
<b>Thu. 07/05/20</b> 09:30 – 17:00	<b>Lecture: Smart Buildings III</b> Dipl.-Ing. Daniel Freund
<b>Tue. 02/06/20</b> 09:30 – 17:00	<b>Lecture: HVAC Systems I</b> Prof. Dr. Tetyana Morozyuk
<b>Wed. 03/06/20</b> 13:45 – 17:00	<b>Lecture: Energy Surveying and Auditing IV</b> Dipl.-Ing. I M.Eng. Christoph Vornhusen

<b>Fri. 05/06/20</b> 09:30 – 17:00	<b>Lecture: HVAC Systems II</b> Prof. Dr. Tetyana Morozyuk
<b>Tue. 09/06/20</b> 13:45 – 17:00	<b>Lecture: Energy Surveying and Auditing V</b> Dipl.-Ing. I M.Eng. Christoph Vornhusen
<b>Thu. 11/06/20</b> 09:30 – 17:00	<b>Lecture: Smart Buildings IV</b> Dipl.-Ing. Daniel Freund
<b>Fri. 12/06/20</b> 09:30 – 17:00	<b>Lecture: HVAC Systems III</b> Prof. Dr. Tetyana Morozyuk
<b>Tue. 16/06/20</b> 13:45 – 17:00	<b>Consultation</b> Dipl.-Ing. I M.Eng. Christoph Vornhusen
<b>Thu. 18/06/20</b> 09:30 – 17:00	<b>Lecture: Smart Buildings V</b> Dipl.-Ing. Daniel Freund
<b>Fri. 19/06/20</b> 09:30 – 17:00	<b>Lecture: HVAC Systems IV</b> Prof. Dr. Tetyana Morozyuk
<b>Mon. 22/06/20</b> (Unconfirmed) 09:30 – 17:00	<b>Lecture: Economic Aspects of Energy-Saving Technologies II</b> Prof. Dr.-Ing. Andreas Holm
<b>Tue. 23/06/20</b> (Unconfirmed) 09:30 – 17:00	<b>Lecture: Economic Aspects of Energy-Saving Technologies III</b> Prof. Dr.-Ing. Andreas Holm
<b>Wed. 24/06/20</b> (Unconfirmed) 09:30 – 17:00	<b>Lecture: Economic Aspects of Energy-Saving Technologies III</b> Prof. Dr.-Ing. Andreas Holm
<b>Fri. 03/07/20</b> 09:30 – 12:45	<b>Lecture: Electricity Generation V</b> Prof. Dr. Tetyana Morozyuk
13:45 – 17:00	<b>Consultation</b> Prof. Dr. Tetyana Morozyuk
<b>Fri. 10/07/20</b> 09:30 – 17:00	<b>Final Consultation</b> Prof. Dr. Tetyana Morozyuk Dipl.-Ing. Daniel Freund Dipl.-Ing. I M.Eng. Christoph Vornhusen Prof. Dr.-Ing. Andreas Holm
<b>Thu. 15/07/20</b> 09:30 – 17:00	<b>Final Presentation</b> Prof. Dr. Tetyana Morozyuk Dipl.-Ing. Daniel Freund Dipl.-Ing. I M.Eng. Christoph Vornhusen Prof. Dr.-Ing. Andreas Holm

**Graduation Ceremony MBA Building Sustainability 2018-20**

July 24<sup>th</sup> 2020  
Details to be announced

# Faculty

## Lecturers & Tutors

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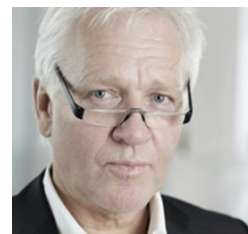
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