BUILDING SUSTAINABILITY MANAGEMENT METHODS FOR ENERGY EFFICIENCY MBA

Intake 2019 – 2021

Winter Semester 2019 / 2020

Last updated on October 15, 2019
THIS PUBLICATION REFLECTS THE STATE OF PLANNING AT THE TIME OF PRINTING. CHANGES MAY OCCUR.
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 Wëkel
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\textsubscript{2} 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\textsubscript{2} budget if the temperature increase is to be limited to 1.5°C.”

In addition to the technical aspects regarding CO\textsubscript{2} 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 21st 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 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 planning and management processes and to develop solutions accordingly. This will

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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’ interest, 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.
# Modular Structure

<table>
<thead>
<tr>
<th>1st SEMESTER</th>
<th>2nd SEMESTER</th>
<th>3rd SEMESTER</th>
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<tbody>
<tr>
<td>Technology 9 ECTS</td>
<td>Management 12 ECTS</td>
<td>Elective 1 6 ECTS</td>
</tr>
<tr>
<td>Economics 6 ECTS</td>
<td>Lecture Series 6 ECTS</td>
<td>Elective 2 6 ECTS</td>
</tr>
<tr>
<td>Business 9 ECTS</td>
<td>Interdisciplinary Project 12 ECTS</td>
<td>Master thesis 18 ECTS</td>
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<tr>
<td>Law 6 ECTS</td>
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**Practical Application**

ECTS TOTAL: 30 ECTS  
ECTS TOTAL: 30 ECTS  
ECTS TOTAL: 30 ECTS
Outline

Location and Times

Lectures, tutorials, consultancy, and company presentations take place at House 9, EUREF-Campus, 10829 Berlin, room S5 / at the TUB Main Campus, Building EB, room 407 or 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

Information System for Instructors and Students (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.
First Semester

2019-20
EUREF Master Programs
Orientation Week

October 7th – October 11th (details tba)
Main Campus Charlottenburg, EUREF Campus

Campus Tour, Berlin Tour, Library Insights,
Get-Togethers, Administrative Duties

Opening, 11th October, 4 pm – 6 pm
Lichthof / Atrium TU Berlin, Str. des 17. Juni 135, 10623 Berlin

Welcome Addresses Academic Directors
Music, Refreshments

MBA Program First Lecture

October 18th, 2019, 9.30am–5.30pm
Module 01 Technology

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Institute Technologie und Management (ITM)
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Aims and Scope
This module revisits and broadens students’ knowledge of energy technologies and systems in the context of today’s changing world, preparing the ground for the coming modules. Students are taught to apply this knowledge independently to selected cases. Module 2, Economics, runs in parallel.

Keywords
Energy physics and energy technologies; thermodynamics; mechanics; chemical processes; Carnot engines and cycles; fossil fuels and renewable energy sources; conversion technologies; recent global and local developments; storage and transport technologies; electrical engineering; grids; transitions and trends.

Schedule
Fri. 18/10/19  Lecture: Introduction – Energy and Energy Markets
Prof. Dr.-Ing. Joachim Müller-Kirchenbauer

Sat. 19/10/19  Lecture: Renewable Energy Sources
Prof. Dr.-Ing. Joachim Müller-Kirchenbauer

Must attend one tutorial according to prior registration:
Mon. 21/10/19  Tutorial (Group I): Thermodynamics, Renewables
M.Sc. Benjamin Grosse
Tue. 22/10/19  Tutorial (Group II): Thermodynamics, Renewables
M.Sc. Benjamin Grosse
Wed. 23/10/19  Tutorial (Group III): Thermodynamics, Renewables
M.Sc. Benjamin Grosse
Fri. 25/10/19  Lecture: Power Grids and Dynamic Grid Control
Prof. Dr.-Ing. Kai Strunz
Must attend one tutorial according to prior registration:

**Mon. 28/10/19**
Tutorial (Group I): Power Grids  
Dr.-Ing. Maren Kuschke  
*Company Visit:* Vattenfall Berlin

**Tue. 29/10/19**
Tutorial (Group II): Power Grids  
Dr.-Ing. Maren Kuschke  
*Company Visit:* Vattenfall Berlin

**Wed. 30/10/19**
Tutorial (Group III): Power Grids  
Dr.-Ing. Maren Kuschke  
*Company Visit:* Vattenfall Berlin

**Mon. 13/01/20**  
**Lecture (Specialized):** Introduction to sustainable buildings: discussion of general aspects, history, and examples of energy-efficient building.

Climatic Context – climate zones: temperatures, wind, moisture, sunlight graphs  
Prof. Dr.-Ing. Manfred Norbert Fisch

**Tue. 14/01/20**
**Lecture (Specialized):** Climatic Context 2 – architectural rules of thumb for different climates, examples  
Prof. Dr.-Ing. Manfred Norbert Fisch

**Wed. 15/01/20**
Tutorial (Specialized): Thermal comfort and indoor requirements - air and operative temperature, air quality and humidity  
Requirements for comfort in winter (Germany) – legal framework, building envelop, typical energy needs and systems  
Oliver Rosebrock, M.Sc.

**Mon. 20/01/20**
**Lecture (Specialized):** Requirements for comfort in summer (Germany) – legal framework, parameters, architectural and technical

Tutorial – indoor requirements (air quality) + summer overheating (proof after DIN 4108-2)  
Prof. Dr.-Ing. Manfred Norbert Fisch

**Tue. 21/01/20**
Heat and cold generation – Basic facilities, function, and benchmarks, advantages and disadvantages  
Electricity generation and energy balances – PV function and potential, CHP, the definition of useful, final primary energy, simple calculations  
Prof. Dr.-Ing. Manfred Norbert Fisch
Wed. 22/01/20  Energy supply of residential building - history, concepts. Systems, building services, ecological and economic aspects
Oliver Rosebrock, M.Sc.

Mon. 27/01/20  Tutorial - energy balances, heating, and cooling
Quality Management in buildings and buildings automation + building standards and certification system
Oliver Rosebrock, M.Sc.

Tue. 28/01/20  Excursion
Prof. Dr.-Ing. Manfred Norbert Fisch

Sat. 15/02/20  Exam - 09.30 – 11.00, written, 120 minutes, graded
Prof. Dr.-Ing. Manfred Norbert Fisch

Literature
Module 02 Economics

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Aims and Scope
This module provides students with core knowledge of economics in the field of energy and provides a grounding in the economics behind the coming modules. Students are taught to apply this knowledge independently to selected cases. It runs in parallel to Module 1, Technology.

Keywords
Welfare analysis; prices and markets; markets forms; production and pricing decisions; natural resource economics; merit order effects; external effects; trading in allowances; fundamentals of investment decisions; market failures and regulation; sustainability; global commons; security of supply.

Schedule

Thu. 31/10/19 Lecture: Environmental Economics (previously planned for 21/11/19) Prof. Dr. Aaron PRAKITKNJO
Fri. 01/11/19 Lecture: Microeconomics, History of Economic Thought Prof. Dr. Roland Menges
Sat. 02/11/19 Lecture: Microeconomics, Macroeconomics Prof. Dr. Roland Menges

Must attend one tutorial according to prior registration:
Mon. 04/11/19 Tutorial (Group I): Microeconomics, Macroeconomics Sarah Elsheikh, M.Sc.
Tue. 05/11/19 Tutorial (Group II): Microeconomics, Macroeconomics Sarah Elsheikh, M.Sc.
Wed. 06/11/19 Tutorial (Group III): Microeconomics, Macroeconomics Sarah Elsheikh, M.Sc.
Fri. 08/11/19 Lecture: Financial Economics Prof. Dr. rer. pol. Georg Erdmann

Must attend one tutorial/ company visit according to prior registration:
Company Visit (Group I): Siemens/Wind node
Tue. 12/11/19 Tutorial (Group II& III): Financial Economics
Sarah Elsheikh, M.Sc.

Wed. 13/11/19  Company Visit (Group II & III): Siemens/Wind node

Sat. 23/11/19  Lecture (Specialized): Real Estate Economics I
               Prof. Dr.-Ing. Nicole Riediger

Must attend one Company Presentation according to prior registration:
Mon. 25/11/19  (Group I) Company Presentation (14.00 – 17.00)
               ÖKOTEC Energiemanagement GmbH
Tue. 26/11/19  (Group II) Company Presentation (14.00 – 17.00)
               ÖKOTEC Energiemanagement GmbH
Wed. 27/11/19  (Group III) Company Presentation (14.00 – 17.00)
               ÖKOTEC Energiemanagement GmbH

Fri. 06/12/19  Lecture (Specialized): Real Estate Economics II
               Prof. Dr.-Ing. Nicole Riediger

Wed. 11/12/19  Exam, 9:30 – 11.00, written, 90 minutes, graded
               Prof. Dr. rer. pol. Georg Erdmann

Literature
Module 03 Business

Prof. Dr. Dodo zu Knyphausen-Aufseß
Chairman of Strategic Leadership and Global Management
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Aims and Scope
In this module, students learn the fundamentals of strategic management and the basic tools and applications used in the energy sector. Students are taught to apply this knowledge independently to selected cases.

Keywords
Fundamentals of management and business administration; management and leadership; shareholder and stakeholder value approach; the concept of strategy; Porter’s Five Forces; SWOT Analysis; etc.; strategic business units; industry analysis; generic strategies; vertical integration; portfolio analysis; diversification; strategy process; case studies.

Schedule

Sat. 26/10/19  Lecture: Basics of Business Administration & Corporate Governance (Business I)
Prof. Dr. Dodo zu Knyphausen-Aufseß

Fri. 15/11/19  Company Presentation & Study Case: Ernst & Young
(10.00 –11.00)
Tutorial: Presentation Techniques (12.00 –16.00)
Bettina Brockmann
Sarah Drewning, M.A. / Mariam Elsheikh, M.Sc.

Sat. 16/11/19  Lecture: Business Strategies and Schools of Thinking (Business II)
Prof. Dr. Dodo zu Knyphausen-Aufseß

Must attend one tutorial according to prior registration:
Mon. 18/11/19  (Group I) Company Visit & Study Case: Berliner Wasserbetriebe
Tutorial: Business Frameworks and Planning Techniques
Dr. Nadja Berseck

Tue. 19/11/19  (Group II) Company Visit & Study Case: Berliner Wasserbetriebe
Tutorial: Business Frameworks and Planning Techniques
Dr. Nadja Berseck

Wed. 20/11/19  (Group III) Company Visit & Study Case: Berliner Wasserbetriebe
Tutorial: Business Frameworks and Planning Techniques
Dr. Nadja Berseck
Fri. 22/11/19  **Lecture: Business Diversification (Business III)**  
Prof. Dr. Dodo Zu Knyphausen-Aufsess  
*Topic Assignment Presentations*

Must attend one tutorial according to prior registration:
Mon. 25/11/19  (Group I) Tutorial: Business Ethics  
Sarah Droll  
Tue. 26/11/19  (Group II) Tutorial: Business Ethics  
Sarah Droll  
Wed. 27/11/19  (Group III) Tutorial: Business Ethics  
Sarah Droll

Fri. 29/11/19  **Lecture: Marketing**  
Prof. Dr. Justin Becker

Sat. 30/11/19  **Lecture: Accounting & Finance**  
Jun.-Prof. Dr. Karola Bastini

Must attend one tutorial according to prior registration:
Mon. 02/12/19  (Group I) Tutorial: Accounting & Finance  
Jun.-Prof. Dr. Karola Bastini  
Tue. 03/12/19  (Group II) Tutorial: Accounting & Finance  
Jun.-Prof. Dr. Karola Bastini  
Wed. 04/12/19  (Group III) Tutorial: Accounting & Finance  
Jun.-Prof. Dr. Karola Bastini

Fri. 06/12/19  **Quiz, online, 60 minutes**

Sat. 7/12/19  **Lecture (Specialized): Business in Building Industry Value System**  
N.N.

Thu. 12/12/19  CBRE Recruitment Training

Fri. 13/12/19  **Lecture (Specialized): Information Systems in the Energy Sector**  
Prof. Dr.-Ing. Markus Krämer

Fri. 20/12/19  **Exam: Presentations, 8 hours, pass / fail**  
Prof. Dr. Dodo zu Knyphausen-Aufseß  
Prof. Dr.-Ing. Joachim Müller-Kirchenbauer

**Literature**
Christmas Dinner and Celebration

Dec. 20th, 2019, 6:00 p.m.
Hotel Abion Berlin
Module 04 Law

Prof. Dr. iur. Dr. rer. pol. Dres. h.c.
Franz Jürgen Säcker Hon.Ph.D.(PCCC)
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Aims and Scope
This module is an introduction to legal principles and the legal framework for real estate at an international, European and national level.

Students will be able to use their own initiative to combine legal knowledge and skills in solving complex problems, evaluate cases independently and analyze and summarize legal situations.

Keywords
Principles of civil law, private and commercial law, administrative law, construction and planning law, real estate law

Schedule

Wed. 29/1/20  Tutorial: Academic Writing Law
Thekla Hillebrecht

Fri. 31/1/20   Lecture: Introduction to Business Law
Prof. Dr. Lydia Scholz

Mon. 03/2/20  Lecture (Specialized): Planning Law
Dr. Lutz Ohlendorf

Tue. 04/2/20  Lecture (Specialized): Procurement Law
Prof. Dr. Maecel Kau

Wed. 05/02/20  Tutorial (Specialized): Planning Law +Procurement Law
Dr. Lutz Ohlendorf
Company Presentation: Ponton

Mon. 10/02/20  Lecture (Specialized): Energy Efficiency & renewable Law
Prof. Dr. Lydia Scholz

Tue. 11/02/20  Tutorial (Specialized): Energy Efficiency & renewable Law
Prof. Dr. Lydia Scholz

Mon. 17/02/20 – Wed. 26/02/20  Paper, 10 pages, graded
Prof. Franz Jürgen Säcker
Literature


Fair Visit: E-world energy & water
(11 – 13th February 2020)

Feb. 13th, 2020
(Please see Moodle/ISIS for more information)
Read more

Exam Retakes
April 2020

Start of Summer Term
Lecture period
April 14, 2020 - July 18, 2020
Faculty
Lecturers & Tutors

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Research Associate
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www.entrepreneurship.tu-berlin.de

Julian Alexandraks
Research Associate
Technische Universität Berlin
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Institute Director
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Dipl.-Ing. Daniel Freund
Research Associate
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Laboratory for Building Physics
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Dr. habil. Hans-Günter Schwarz
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RWE
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Dr.-Ing. Carolin Schröder
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