

# **BUILDING SUSTAINABILITY**

## MANAGEMENT METHODS FOR

### ENERGY EFFICIENCY MBA



**Intake 2022 – 2024**

Summer Semester 2023

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

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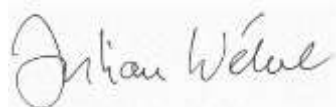
Dear students,

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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### **Prof. Julian Wékel**

Academic Director

Building Sustainability – Management Methods for  
Energy Efficiency MBA

[jwekel@web.de](mailto:jwekel@web.de)



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### **Mariam Elsheikh, M.Sc.**

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### **Phillip Hebert**

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### **Laura Lehmann**

Administrative Coordinator

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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

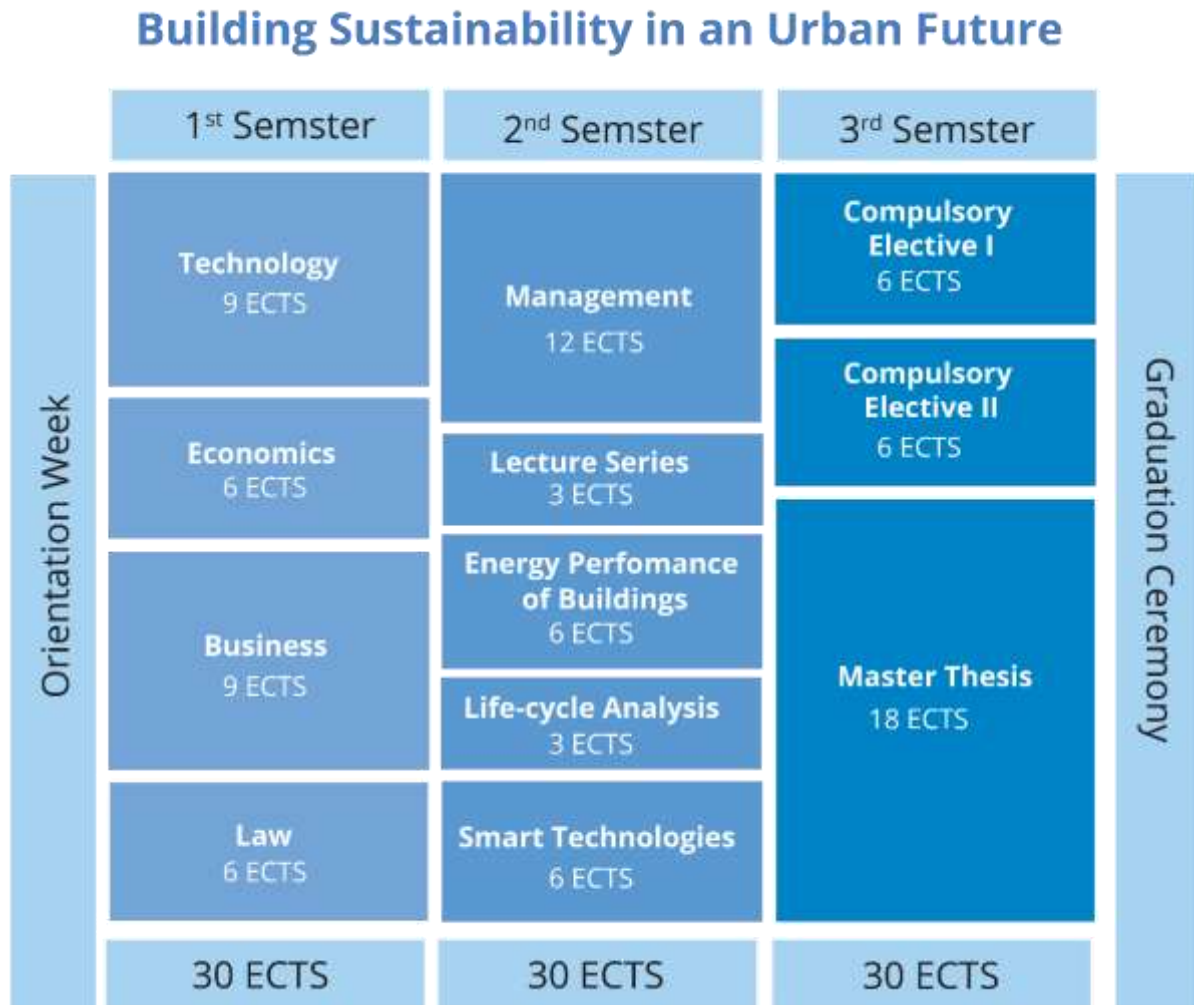
planning and management processes and to develop solutions accordingly. This will happen in modules with different approaches: some will teach facts and numbers, others will facilitate connections between different fields and the soft skills of mediating between them, and some are designed to apply these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





## Modular Structure



The master's program is taught over three semesters.

- The first semester covers the Technical, Economic, Entrepreneurial, and Legal foundations for management decisions in building sustainability.
- The second semester deepens this view and looks at Management, Energy Performance of buildings, Life-cycle analysis, and Lecture series.
- The third semester broadens the view while simultaneously focusing on practice according to the student's interests.

All semesters include lectures, tutorials, seminars as well as company visits, online materials related to practice, and extracurricular activities. The master thesis, due in the third semester, concludes the program.

# Outline

## Location and Times

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Unless otherwise announced, lectures, tutorials, consultancy, and peer group meetings take place at House 9, EUREF-Campus, 10829 Berlin. The time is CET.

## Semesters

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### Winter Semester 2022/23

Duration of semester: 01.10.2022 - 31.03.2023  
Lecture period: 17.10.2022 - 18.02.2023  
Lecture-free period: public holidays and 19.12.2021 - 01.01.2022

### Summer Semester 2023

Duration of semester: 01.04.2023 - 30.09.2023  
Lecture period: 17.04.2023 - 22.07.2023  
Lecture-free period: public holidays

### Winter Semester 2023/24

Duration of semester: 01.10.2023 - 31.03.2024  
Lecture period: 16.10.2023 - 17.02.2024  
Lecture-free period: public holidays and 23.12.2023 - 06.01.2024

## Lectures

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Lectures are held by professors and academic staff of TU Berlin and other universities, and by professionals of the construction and real estate industry. Lectures are divided into core and specialized lectures. Core lectures teach the basics and are relevant for students of all MBA programs; specialized lectures are designed for students of the Building Sustainability program to dive deeper into “Building”.

Group work is frequent. Homework may be assigned. Lectures start on time!

## Company Visits

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Company Visits give the opportunity to go and see the company on-site and see course-content livelier presented. Registration before attendance may be required.



## German Classes

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Language classes are offered on campus and incur a small additional fee. Advanced language classes are available, for which taking a test is mandatory. For more information, visit the website of Sprach- und Kulturbörse [here](#).

## E-Learning Platform 'Moodle' and wireless LAN

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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 can access the internet from any point on the campus.

## Exams

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A written (e-) exam, paper, presentation, or portfolio concludes each module. Everything that was taught in the lectures, tutorials, and compulsory company visits 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. **Attendance is obligatory.**

## Grading Scale

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Grade	Assessment	Definition
1.0 / 1.3	Very good	Outstanding performance
1.7 / 2.0 / 2.3	Good	Performance above average requirements
2.7 / 3.0 / 3.3	Satisfactory	Complies with the average overall requirements
3.7 / 4.0	Adequate	Performance which, despite some flaws, still complies with performance requirements
5.0	Inadequate	Performance with significant flaws which does not comply with requirements

**Second Semester**

**2023**

## Start of Summer Term

Lecture period

17.04.2023 - 22.07.2023



## Module Management (12 ECTS)

### Prof. Dr. Søren Salomo

Chair of Technology and Innovation Management

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Phone: 0049-30-314-26728

[salomo@tu-berlin.de](mailto:salomo@tu-berlin.de)



### Aims and Scope

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Students are able to independently identify, analyze and design strategic and operational approaches to managing technologies and innovation, 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 energy management, apply problem-solving skills to case studies using different fields of knowledge, and present options for optimizing the energy sector.

### Keywords

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Business models & plans, small group communication, leadership, environmental communication, corporate social responsibility (CSR), conflict management, change management, risk management; operational excellence, system services and energy services, Germany's energy transformation, management of reactive power, energy storage and transformation, links to the energy, building and mobility sector and management.

### Examination (12 ECTS, graded)

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Management methods (40%)

Oral presentation (40%)

Written test (20%)

### Schedule Core Part

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Friday, April 21, 2023

08.00 – 09.30

10.00 – 16.00

2022MGMT-CORE-L1: Introduction

Prof. Dr. Knyphausen-Aufseß

Prof. Dr. Søren Salomo

Saturday, April 22, 2023

09.30 – 17.00

022MGMT-CORE-L2: Technology Mgmt

Prof. Dr. Søren Salomo

Friday, April 28, 2023

09.30 – 17.00

2022MGMT-CORE-L3: Quantitative Methods for a Project Plan

Prof. Dr. Thomas VOLLING

Saturday, April 29, 2023 09.30 – 17.00	2022MGMT-CORE-L4: Technology and Innovation Management Prof. Dr. Søren Salomo & Dr. Birgit Peña
Wednesday, May 3, 2023 14.30 – 17.00	Mgmt Excursion: Centre for Entrepreneurship TU Berlin Main Campus
Friday, May 5, 2023 09.30 – 17.00	2022MGMT-CORE-L5: Technology and Innovation Management Dr. Birgit Peña Innovation Mgmt
Monday, May 15, 2023	Examination: Quiz, written (20P) Prof. Dr. Søren Salomo
Sunday, May 21, 2023	Examination: Handing in of Report (30P) Prof. Dr. Søren Salomo
Friday, June 30, 2022	Examination: Oral (35P) Building Sustainability Managed by each program

### **Schedule Specialized Part**

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Monday, April 17, 2023 09.00 – 12.30	Mgmt BuSu L1 - Sustainability Management in Real Estate Mareen Walus
Tuesday, April 18, 2023 13.30 – 17.00	Mgmt BuSu T1 - Mgmt Communication (online) Bettina Brockmann
Tuesday, April 25, 2023 13.30 – 17.00	Mgmt BuSu T2 - Design thinking & Project innovation Charleen von Kolpinski
Wednesday, April 26, 2023 09.00 – 12.15	Mgmt BuSu L2 - Sustainability Management in Real Estate Mareen Walus
Tuesday, May 2, 2023 13.30 – 17.00	Mgmt BuSu T3 - Management communication Bettina Brockmann
Wednesday, May 3, 2023 09.00 – 12.15	Mgmt BuSu L3 - DIN 276 Prof. Dr.-Ing. Nicole Riediger
Monday, May 8, 2023 09.00 – 12.30 13.30 – 17.00	Mgmt BuSu T4 & T5 Bettina Brockmann Mgmt BuSu T4 - Communication Training Mgmt BuSu T5 - Pitch Training
Tuesday, May 9, 2023 13.30 – 17.00	Mgmt BuSu L4a - Business Operations in the Building Sector Prof. Dr. Thomas Volling & Kristian Bänsch

Wednesday, May 10, 2023 13.30 – 17.00	Mgmt BuSu L5 – Management Lecture Karina Cagarmann
Monday, May 15, 2023 13.30 – 17.00	Mgmt BuSu Consultation 1 Karina Cagarmann
Tuesday, May 16, 2023 13.30 – 17.00	Mgmt BuSu L4b - Business Operations in the Building Sector Prof. Dr. Thomas Volling & Kristian Bänsch
Monday, June 6, 2023 13.30 – 17.00	Mgmt BuSu Consultation 2 Karina Cagarmann
Wednesday, June 7, 2023 09.00 – 12.30	Mgmt BuSu L6a – Project Management in the Building Sector Thorste Schulte
Monday, June 12, 2023 09.00 – 13.00	Mgmt BuSu Excursion - Company presentation and site visit Assiduu <sup>3</sup>
Monday, June 19, 2023 13:30 – 17:00	Mgmt BuSu L6b – Project Management in the Building Sector Thorsten Schulte
Tuesday, June 20, 2023 13.30 – 17.00	Mgmt BuSu Consultation 3 Karina Cagarmann
Friday, June 23, 2023 09.00 – 16:00	Mgmt BuSu L7 - Design and Structure of a State Company GEWOBAG Thorsten Schulte
Tuesday, June 27, 2023 13.00 – 17.00	Mgmt BuSu Consultation 4 Karina Cagarmann
Thursday, July 5, 2023 09.00 – 12.30	Mgmt BuSu L8 – Management Lecture Thorsten Schulte



## **CORE CONTENT**

### **Prof. Dr. Dodo zu Knyphausen-Aufseß**

- BASIC DEFINITIONS AND INTRODUCTORY OVERVIEW
- Strategy, Technology and Innovation
- Strategic Leadership and Global Management

### **Prof. Dr. Søren Salomo & Dr. Birgit Peña**

- INNOVATION MANAGEMENT FUNDAMENTALS
  - o The core concept: innovations
  - o Initiating innovations
- – TOWARDS A VALUE PROPOSITION
  - o Towards concrete innovations
  - o Building a business idea
  - o Towards a competitive value proposition
  - o Towards a customer centric value proposition
- TECHNOLOGY & INNOVATION MANAGEMENT
  - o Customers as Sources of Innovation
  - o Technologies supporting the business
  - o Innovating in a firm – opposition and structure
  - o The human side of innovation
- PROJECT MANAGEMENT
  - o Managing a project
  - o Organizing for projects
  - o Project definition and planning
  - o Leadership in Projects

### **Prof. Dr. Thomas VOLLING & Kristian BÄNSCH**

- Quantitative Methods for a Project Plan
  - o Challenges and problems in managing projects
  - o Methods for multi-criteria decision making
  - o Selection and implementation of a MADM procedure
  - o Multi-attribute decision making – AHP
  - o Project scheduling
  - o Project planning
  - o Management of project risks

## **Bettina BROCKMANN**

- Mngmt Communication
  - Small Group Communication and Social Construction
    - Group Dynamics
    - Social Construction
    - Assignment: Argument vs. Dialogue (students bring notes: breakout room 2 - 11:00-12:00)
    - Tuckman's stages of group development
  - Designing Dialogue Processes and Events
    - Designing Dialogue Processes and Event
    - Choice & Sample Dialogue Event Design
    - Cognitive Dissonance Theory
  - Facilitating Dialogue
    - Dialogue Facilitation Skills
  - Communication Training
    - Pitch Training

## **N.N.:**

- Market Potentials & Channel Approaches
  - Design Thinking Group Work
  - Theory & Content – Business Plan
  - Cost & Competition Approaches

## 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.

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### Schedule

<b>Tue. 18/04/23</b> 09:00 – 12:30	<b>Lecture:</b> Sustainability as a Global Planning Challenge <b>Prof. Dr. Christoph Zöpel</b>
<b>Tue. 25/04/23</b> 09:00 – 12:30	<b>Lecture:</b> Smart Cities – The Influence of Digitalization and Other Factors on Future City Development <b>Dr. Jens Libbe</b>
<b>Tue. 10/05/23</b> 09:00 – 12:30	<b>Lecture:</b> Innovative Mobility Concepts for European Metropolitan Regions <b>Dr. Friedemann Kunst</b>
<b>Tue. 09/05/23</b> 09:00 – 12:30	<b>Lecture:</b> Geothermal Energy – The ideal Renewable Energy for Heating and Cooling for Sustainable Buildings <b>Prof. Dr.-Ing. Rolf Katzenbach</b>
<b>Tue. 16/05/23</b> 09:00 – 12:30	<b>Lecture:</b> Integrated Development as a Prerequisite for Sustainability and Climate Protection in Cities and Regions <b>Hilmar von Lojewski</b>
<b>Tue. 30/05/23</b> 09:00 – 12:30	<b>Lecture:</b> DGNB <b>Dr. Christine Lemaitre</b>
<b>Mon. 05/06/23</b> 09:00 – 12:30	<b>Lecture:</b> Environmental Analysis with Design Space Construction <b>Marco Mondello</b>
<b>Tue. 06/06/23</b> 09:00 – 12:30	<b>Lecture:</b> The German Baukultur and its Contribution to Sustainable Development and Construction <b>Reiner Nagel</b>

- Tue. 13/06/23**  
09:00 – 11:00  
**Lecture:** Cradle to Cradle e.V.  
**Tim Janßen**
- Tue. 20/06/23**  
09:00 – 11:30  
**Lecture:** Some aspects of sustainable spatial development and planning in Germany  
**Prof. Dr. János Brenner**
- Tue. 04/07/23**  
09:00 – 12:30  
**Lecture:** Sustainable City Development: Hamburg  
**Prof. Jörn Walter**
- Thu. 06/07/23**  
13:30 – 17:00  
**Lecture:** New Urban Growth – A Chance or Risk for Sustainable Urban Development  
**Uli Hellweg**
- Tue. 11/07/22**  
09:00 – 12:30  
**Lecture:** Building Sustainability – Summary, Discussions and Conclusions  
**Prof. Julian Wékel**

## Module 07 Interdisciplinary Project

### Prof. Dr. Tetyana Morozyuk

Institut für Energietechnik  
Technische Universität Berlin  
KT 1, Raum 05  
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[www.ebr.tu-berlin.de](http://www.ebr.tu-berlin.de)



### 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).

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### Schedule

<b>Mon. 17/04/23</b> 13:30 – 17:00	<b>Project Introduction</b>
<b>Wed. 19/04/23</b> 13:30 – 17:00	<b>Lecture: Smart Buildings</b> Daniel Freund
<b>Wed. 26/04/23</b> 13:00 – 16:00	<b>Lecture: Life Cycle Analysis &amp; CAALA</b> Prof. Dr. Alexander Hollberg
<b>Thu. 10/05/23</b> 09:00 – 12:30	<b>Lecture: Life Cycle Analysis &amp; CAALA</b> Philipp Kuebart
<b>Wed. 17/05/23</b> 09:00 – 16:00	<b>Lecture: Life Cycle Analysis &amp; CAALA</b> Prof. Dr. Alexander Hollberg
<b>Wed. 31/05/23</b> 09:00 – 12:30	<b>Lecture: Life Cycle Analysis &amp; CAALA</b> Philipp Kuebart
<b>Fri. 02/06/23</b> 10:00 – 12:30	<b>Building Physics Q&amp;A (E-Learning + on campus)</b> Prof. Dr. Tetyana Morozyuk
<b>Fri. 02/06/23</b> 13:30 – 17:00	<b>Lecture: Smart Buildings</b> Daniel Freund
<b>Tue. 06/06/23</b> 13:30 – 17:00	<b>Lecture: Life Cycle Analysis</b> Attila Kovacs

<b>Wed. 07/06/23</b> 13:30 – 17:00	<b>Lecture: Life Cycle Analysis</b> Attila Kovacs
<b>Fri. 09/06/23</b> 10:00 – 12:30	<b>Building Physics Q&amp;A (E-Learning + on campus)</b> Prof. Dr. Tetyana Morozyuk
<b>Fri. 09/06/23</b> 13:30 – 17:00	<b>Lecture: Smart Buildings</b> Daniel Freund
<b>Wed. 14/06/23</b> 09:00 – 12:30	<b>Lecture: Life Cycle Analysis &amp; CAALA</b> Philipp Kuebart
<b>Wed. 14/06/23</b> 13:30 – 17:00	<b>Lecture: Life Cycle Analysis (online)</b> Attila Kovacs
<b>Fri. 16/06/23</b> 09:00 – 12:30	<b>Lecture: Smart Buildings</b> Daniel Freund
<b>Wed. 21/06/23</b> 10:00 – 12:00	<b>Building Physics Q&amp;A (E-Learning + on campus)</b> Prof. Dr. Tetyana Morozyuk
<b>Wed. 21/06/23</b> 13:30 – 17:00	<b>Lecture: Smart Buildings</b> Daniel Freund
<b>Wed. 05/07/23</b> 09:00 – 12:30	<b>Lecture: Life Cycle Analysis &amp; CAALA</b> Philipp Kuebart
<b>Fri. 07/07/23</b> 09:00 – 12:30	<b>Lecture: Smart Buildings</b> Daniel Freund
<b>Tue. 11/07/23</b> 13:30 – 17:00	<b>Building Physics Q&amp;A (E-Learning + on campus)</b> Prof. Dr. Tetyana Morozyuk
<b>Fri. 14/07/23</b> 10:00 – 12:00	<b>Building Physics Q&amp;A (E-Learning + on campus)</b> Prof. Dr. Tetyana Morozyuk
<b>Fri. 14/07/23</b> 13:30 – 17:00	<b>Lecture: Smart Buildings</b> Daniel Freund
<b>Wed. 12/07/23</b> 09:00 – 12:30	<b>Lecture: Life Cycle Analysis &amp; CAALA</b> Philipp Kuebart

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### Consultations:

Daniel Freund - One consultation session will take place on an individual group basis in week 29.

Prof. Dr. Tetyana Morozyuk - Two consultation sessions will take place on an individual group basis in week 29.

### Examination:

Thu. 30/07/23 Hand in of written report and Oral Presentation

Thu. 31/07/22 Oral Presentation (25 minutes + 20 minutes Q&A, 7 Groups)

## Graduation Ceremony MBA Building Sustainability 2021-23

21<sup>st</sup> of July 2023  
Details to be announced



# Faculty



## Lecturers & Tutors

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### **Prof. Julian Wékel**

Academic Director  
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### **Jun-Prof. Dr. Karola Bastini**

Assistant Professor  
Technische Universität Berlin  
Faculty of Economics and Management  
Institute of Business Administration



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### **Prof. Dr. Justin Becker**

Universität der Künste  
Berlin Career College



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### **Dr. Nadja Berseck**

Senior Analyst  
Sustainability Management and Futurology  
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### **Zsuzsa Besenyői, M.Sc.**

Research Assistant  
Hochschule für Technik und Wirtschaft Berlin (HTW Berlin)  
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**Prof. Dr. Maren Borkert**

Professor for Digital Entrepreneurship and Innovation  
Management, Vice President for Research  
XU Exponential University of Applied Sciences

<https://xu-university.com/en/hochschule/academic-staff/professor/>



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**Bettina Brockmann, M.A.**

Lecturer AY-A, Communication Studies  
San José State University, California, USA

[www.sjsu.edu](http://www.sjsu.edu)



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**Dr. Karina Cagarman**

School of Economics and Management  
[Centre for Entrepreneurship TU Berlin](#)



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**Sarah Droll**

Senior Manager Business Integrity and Corporate  
Compliance  
Director Financial Advisory at Deloitte Deutschland



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**Sarah Elsheikh, M.Sc.**

Field Protection Assistant  
Danish Refugee Council / Dansk Flygtningehjælp  
University College London (UCL)- Institute of Education

[www.drc.ngo](http://www.drc.ngo)



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**Prof. Dr. rer.pol. Georg Erdmann**

Head of Department  
Department of Energy Systems  
Technische Universität Berlin

[www.ensys.tu-berlin.de](http://www.ensys.tu-berlin.de)



**Prof. Dr. Gioia Falcone**

Rankine Chair – Professor of Energy Engineering  
University of Glasgow, Imperial College London



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**Prof. Dr.-Ing. M. Norbert Fisch**

Institute Director  
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**Benjamin Grosse**

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**Dr. Jan-Bertram Hillig**

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