BUILDING SUSTAINABILITY

MANAGEMENT METHODS FOR ENERGY EFFICIENCY MBA

Intake 2023 – 2025

Summer Semester 2024

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

TUBS GmbH
TU Berlin ScienceMarketing
Hardenbergstr. 16-18 (HBS1, room 510)
10623 Berlin
Germany

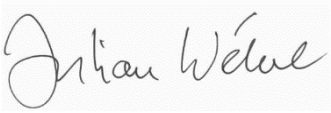
Dear Students,

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 in urban Futures 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

Content

Overview

The Building Sustainability Team

Prof. Julian Wékel

Academic Director

Building Sustainability – Management Methods for Energy Efficiency MBA

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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_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_2 budget if the temperature increase is to be limited to 1.5°C.”[1]

In addition to the technical aspects regarding CO_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.

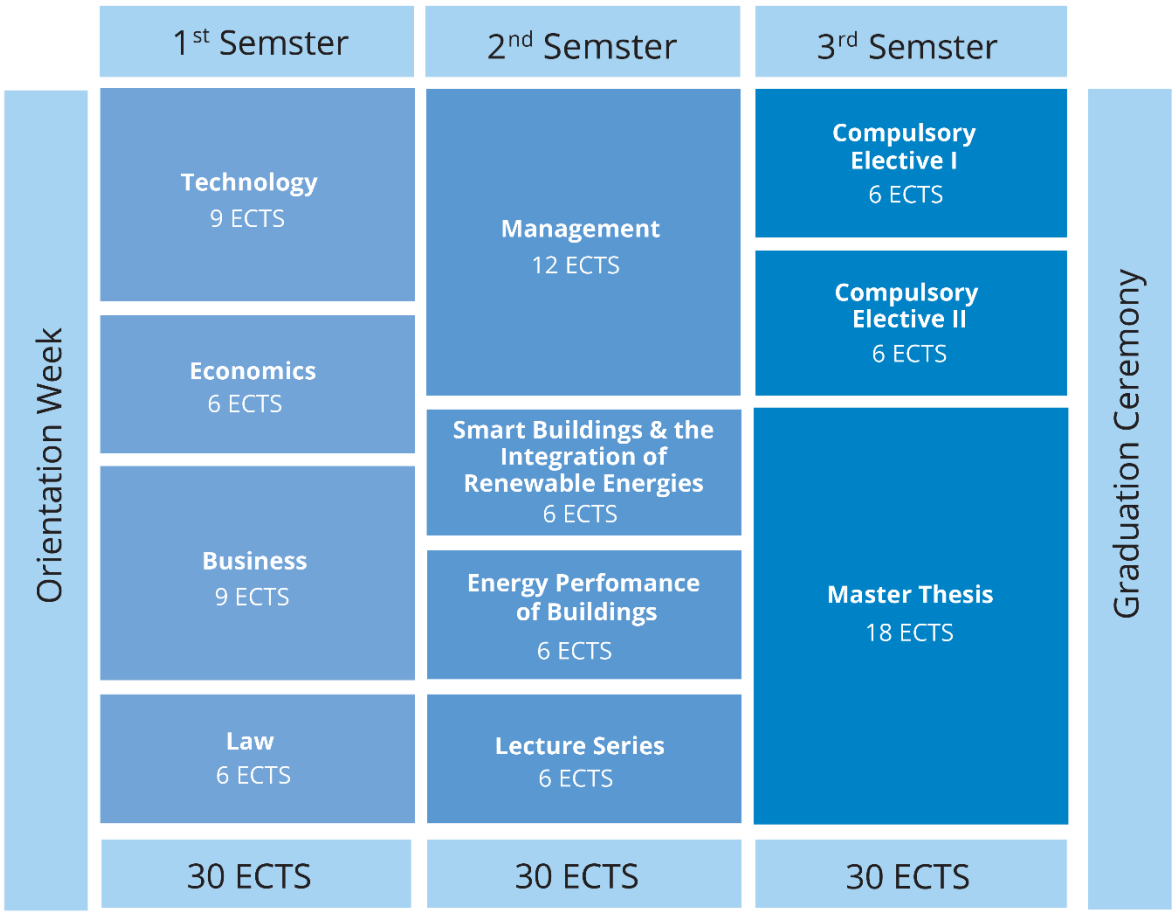
The idea is that sustainable project results can only be achieved in the extensive cooperation of all stakeholders, considering economic, ecological, social, and cultural aspects. Managing and moderating such cooperation is one of the major challenges of implementing sustainability in planning and building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

[1] 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, Smart Buildings & Integration if Renewable Energies, 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

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

Semesters

Winter Semester 2023/24

Duration of semester:	01.10.2023 - 31.03.2024
Lecture period:	16.10.2023 - 18.02.2024
Lecture-free period:	public holidays and 18.12.2023 - 01.01.2024

Summer Semester 2024

Duration of semester:	01.04.2024 - 30.09.2024
Lecture period:	15.04.2024 - 19.07.2024
Lecture-free period:	public holidays

Winter Semester 2024/25

Duration of semester:	01.10.2024 - 31.03.2025
Lecture period:	14.10.2024 - 14.02.2025
Lecture-free period:	public holidays and 23.12.2024 - 01.01.2025

Lectures

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

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

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

Information **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 can 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 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

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

2024

Start of Summer Term

Lecture period

15.04.2024 - 19.07.2024

Module Management (12 ECTS)

Prof. Dr. Søren Salomo
Chair of Technology and Innovation Management
Sekr. H71, Room H 7104
Straße des 17. Juni 135 | 10623 Berlin
Phone: 0049-30-314-26728
salomo@tu-berlin.de

Aims and Scope

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

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)

Management methods (40%)
Oral presentation (40%)
Written test (20%)

Schedule Core Part

Friday, April 19, 2024 09.30 – 17.00	Mgmt - CORE-L1: Technology& Innovation Prof. Dr. Søren Salomo
Saturday, April 20, 2024 09.30 – 17.00	Mgmt - CORE-L2: Technology& Innovation Prof. Dr. Søren Salomo
Friday, April 26, 2024 09.30 – 17.00	Mgmt - CORE -L3: Technology and Innovation Management Dr. Birgit Peña

Saturday, April 27, 2024 09.30 – 17.00	Mgmt - CORE -L4: Technology and Innovation Management Dr. Birgit Peña
Monday, May 27, 2024	**Examination**: Report Submission Prof. Dr. Søren Salomo
Thursday, June 20, 2024	**Examination**: Business Plan Poster Presentation Charleen von Kolpinski & Karina Cagarmann

Schedule Specialized Part

Monday, April 15, 2024 09:30 – 12:45	Mgmt BuSu L1a - Design thinking & Project innovation Charleen von Kolpinski & Karina Cagarmann
Monday, April 15, 2024 13:45 – 17:00	Mgmt BuSu L2a - Sustainability Management in Real Estate Mareen Walus
Tuesday, April 16, 2024 13.45 – 17.00	Mgmt BuSu L1b - Design thinking & Project innovation Charleen von Kolpinski
Monday, April 22, 2024 09.30 – 12.45	Mgmt BuSu L3a - Business Operations in the Building Sector Prof. Dr. Thomas Volling & Kristian Bänsch
Monday, April 22, 2024 13:45 – 17:00	Mgmt BuSu L2b - Sustainability Management in Real Estate Mareen Walus
Tuesday, April 23, 2024 13:45 – 17:00	Mgmt BuSu L3b - Business Operations in the Building Sector Prof. Dr. Thomas Volling & Kristian Bänsch
Monday, April 29, 2024 09:30 – 17:00	Mgmt BuSu L4 – Management Lecture Karina Cagarmann
Tuesday, April 30, 2024 12:45 – 17:00	Mgmt BuSu L5 - DIN 276 Prof. Dr.-Ing. Nicole Riediger
Friday, May 3, 2024 09:30 – 17:00	Mgmt BuSu L6a – Project Management in the Building Sector Thorste Schulte
Monday, May 6, 2024 09:30 -12:45	Mgmt BuSu L7 - Decision Psychology Dr. Felix Grün

Monday, May 6, 2024 13:45 – 17:00	Mgmt BuSu Consultations 1 Karina Cagarmann
Tuesday, May 7, 2024 09:30 – 12:45	Mgmt BuSu L8a - Business Operations in the Building Sector Prof. Dr. Thomas Volling & Kristian Bänsch
Wednesday, May 8, 2024 13:45 – 17:00	Mgmt BuSu L8b - Business Operations in the Building Sector Prof. Dr. Thomas Volling & Kristian Bänsch
Monday, May 13, 2024 09:30 – 17:00	Mgmt BuSu L9 - Management communication Bettina Brockmann
Tuesday, May 14, 2024 13:45 – 17:00	Mgmt BuSu L10a - Management communication Bettina Brockmann
Wednesday, May 15, 2024 13:45 – 17:00	Mgmt BuSu L10b - Management communication Bettina Brockmann
Tuesday, May 21, 2024 13:45 -17:00	Mgmt BuSu L11a - Managerial Accounting Prof: Dr. Karola Bastini
Wednesday, May 22, 2024 09:30 - 12:45	Mgmt BuSu L11b - Managerial Accounting Prof: Dr. Karola Bastini
Wednesday, May 22, 2024 13:45 -17:00	Mgmt BuSu Consultations 2 Karina Cagarmann
Friday, May 24, 2024 09:30 – 17:00	Mgmt BuSu L6b – Project Management in the Building Sector Thorste Schulte
Monday, June 3, 2024 09.30 – 17.00	Mgmt BuSu Consultation 3 Karina Cagarmann
Monday, June 10, 2024 09.30 – 12:45	Mgmt BuSu Consultation 4 Karina Cagarmann
Monday, June 17, 2024 09.30 – 12:45	Mgmt BuSu Consultation 5 Karina Cagarmann
Thursday, June 20, 2024 09.30 – 12:45	Mgmt BuSu Final Presentations Charleen von Kolpinski & Karina Cagarmann

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
    - The core concept: innovations
    - Initiating innovations

- TOWARDS A VALUE PROPOSITION
    - Towards concrete innovations
    - Building a business idea
    - Towards a competitive value proposition
    - Towards a customer centric value proposition

- TECHNOLOGY & INNOVATION MANAGEMENT
    - Customers as Sources of Innovation
    - Technologies supporting the business
    - Innovating in a firm – opposition and structure
    - The human side of innovation

- PROJECT MANAGEMENT
    - Managing a project
    - Organizing for projects
    - Project definition and planning
    - Leadership in Projects

Prof. Dr. Thomas Volling & Kristian Bänsch

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

Karina Cagarmann & Charleen von Kolpinski

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

Module Lecture Series (6 ECTS)

Prof. Julian Wékel
Academic Director
Building Sustainability – Management Methods for Energy Efficiency MBA
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

Tuesday, April 16, 2024 09:30 – 12:45	**Lecture:** Sustainability as a Global Planning Challenge **Prof. Dr. Christoph Zöpel**
Tuesday, April 23, 2024 09:30 – 12:45	**Lecture:** Geothermal Energy – The ideal Renewable Energy for Heating and Cooling for Sustainable Buildings **Prof. Dr.-Ing. Rolf Katzenbach**
Tuesday, April 30, 2024 09:30 – 12:45	**Lecture:** TBA **Prof. Dr. Philipp Misselwitz**
Tuesday, May 7, 2024 09:00 – 12:30	**Lecture:** Projects in Circular Construction **Dr. José Mercado**
Tuesday, May 14, 2024 09:30 – 12:45	**Lecture**: Educative Spaces & Education for sustainability **Prof. Dr. Angela Million**
Tuesday, May 21.2024 09:30 – 12:45	**Lecture:** Integrated Development as a Prerequisite for Sustainability & Climate Protection in Cities and Regions **Hilmar von Lojewski**
Tuesday, June.4, 2024 09:30 – 12:45	**Lecture:** Circular Cities - Land is the Key **Stephan Reiß-Schmidt**
Tuesday, June 11, 2024 09:30 – 12: 45	**Lecture:** **TBC**

Friday, June 21, 2024 09:30 – 12:45	**Lecture:** Scientific Writing for your thesis **Maike Kalz**
Tuesday, June 25, 2024 09:30 – 17:00	**Lecture:** Life Cycle Analysis – One Click **Attila Kovacs**
Tuesday,July 2, 2024 09:30 – 12:45	**Lecture:** Energy policy: Where do energy performance and sustainability requirements for buildings come from? **Andreas Hermelink**
Thursday, July 4, 2024 09:30 – 12:45	**Lecture:** Life Cycle Analysis – One Click **Attila Kovacs**
Monday, July 8, 2024 09:30 – 11:00	**Lecture:** DGNB **Sreeparna Mitra (TBC)**
Friday, July 12, 2024 09:30 – 12:45	**Lecture:** Building Sustainability – Summary, Discussions and Conclusions **Prof. Julian Wékel**

Module Smart Buildings and the Integration of Renewable Energies (6 ECTS)

Dipl.-Ing. Daniel Freund
Research Associate
Distributed Artificial Intelligence Labor
Technische Universität Berlin
www.dai-labor.de

Aims and Scope

After completing this module, students should have a deep understanding of the fundamentals of flexible and intelligent energy management in modern residential environments. Within the context of comprehensive energy balances, they will be familiar with detailed aspects such as building configuration, user behavior, monitoring, control/automation, and decentralized electricity generation. They will be able to explain the relationship between smart buildings and external factors such as energy generation, supply, as well as legal and economic conditions for construction and operation. Additionally, students will be able to determine and evaluate the impacts of smart building design, identify alternatives for energy efficiency, and compare them with other measures.

Schedule

Wednesday, April 17, 2024 09:30 – 12:45	**Lecture 1a:** Smart Buildings **Dipl.-Ing. Daniel Freund**
Wednesday, April 24, 2024 09:30 – 12:45	**Lecture 1b:** Smart Buildings **Dipl.-Ing. Daniel Freund**
Wednesday, May 8, 2024 09:30 – 12:45	**Lecture 2a:** Smart Buildings **Dipl.-Ing. Daniel Freund**
Wednesday, May 15, 2024 09:30 – 12:45	**Lecture 2b:** Smart Buildings **Dipl.-Ing. Daniel Freund**
Monday, June 3, 2024 13:45 – 17:00	**Lecture 3a:** Smart Buildings **Dipl.-Ing. Daniel Freund**
Tuesday, June 4, 2024 13:45 – 17:00	**Lecture 3b:** Smart Buildings **Dipl.-Ing. Daniel Freund**
Monday, June 10, 2024 13:45 – 17:00	**Lecture 4a:** Smart Buildings **Dipl.-Ing. Daniel Freund**
Monday, June 17, 2024 13:45 – 17:00	**Lecture 4b:** Smart Buildings **Dipl.-Ing. Daniel Freund**

Monday, June 24, 2024 13:45 – 17:00	**Lecture 5a:** Smart Buildings **Dipl.-Ing. Daniel Freund**
Tuesday, June 25, 2024 13:45 – 17:00	**Lecture 5b:** Smart Buildings **Dipl.-Ing. Daniel Freund**
Tuesday, July 2, 2024 13:45 – 17:00	**Project Consultations** **Dipl.-Ing. Daniel Freund**
Thursday, July 4, 2024 13:45 – 17:00	**Project Consultations** **Dipl.-Ing. Daniel Freund**
Thursday, July 11, 2024 09:30 – 17:00	**Examination -** Final Presentations **Dipl.-Ing. Daniel Freund**

Literature

TBA

Module Energy Performance of Buildings (6 ECTS)

Prof. Dr.-Ing. M. Norbert Fisch
Institute Director
Technische Universität Braunschweig
www.tu-braunschweig.de/igs/institut

Oliver Rosebrock, M.Sc.
Scientific Assistant
Technische Universität Braunschweig
www.tu-braunschweig.de/igs/institut

Aims and Scope

Upon completing this module, students should have a profound understanding of the fundamentals of flexible and intelligent energy management in modern residential environments. Within the scope of comprehensive energy balances, they will be familiar with detailed aspects such as building configuration, user behavior, monitoring, control/automation, and decentralized electricity generation. They will be able to explain the relationship between smart buildings and external factors such as energy generation, supply, as well as legal and economic conditions for construction and operation. Additionally, students can determine and evaluate the impacts of smart building design, identify alternatives regarding energy efficiency, and compare them with other measures.

Schedule

Thursday, June 06, 2024 09:30 – 17:00	**Lecture 1:** Energy Efficiency of Buildings **Prof. Dr.-Ing. M. Norbert Fisch**
Friday, June 07, 2024 09:30 – 17:00	**Lecture 2:** Energy Efficiency of Buildings **Prof. Dr.-Ing. M. Norbert Fisch**
Thursday, June 13, 2024 09:30 – 17:00	**Tutorial 1 & 2:** Energy Efficiency of Buildings **Oliver Rosebrock, M.Sc.**
Friday, June 14, 2024 09:30 – 17:00	**Tutorial 3 & 4:** Energy Efficiency of Buildings **Oliver Rosebrock, M.Sc.**
Thursday, June 27, 2024 09:30 – 17:00	**Lecture 3:** Energy Efficiency of Buildings **Prof. Dr.-Ing. M. Norbert Fisch**
Friday, June 28, 2024 09:30 – 17:00	**Lecture 4:** Energy Efficiency of Buildings + **Excursion** **Prof. Dr.-Ing. M. Norbert Fisch**

Monday, July 01, 2024 09:30 – 17:00	**Tutorial 5:** Energy Efficiency of Buildings **Oliver Rosebrock, M.Sc.**
Friday, July 12, 2024 09:30 – 17:00	**Tutorial 6 - Exam Preparation** **Oliver Rosebrock, M.Sc.**
Friday, July 19, 2024	**Examination**: Written, 120 minutes, graded **Prof. Dr.-Ing. M. Norbert Fisch** **Oliver Rosebrock, M.Sc.**

Literature

[1] Robert L. Jaffe and Washington Taylor. The Physics of Energy. Cambridge University Press, 2018.
[2] P. Zweifel et al. Energy Economics. Springer Texts in Business and Economics, Springer 2017.
[3] Y. Demirel. Energy. Springer 2012.
[4] W Shepherd and D W Shepherd. Energy Studies. Imperial College Press, 2008.
[5] Volker Quaschning. Understanding Renewable Energy Systems. Earthscan, 2005.

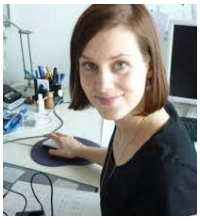
Graduation Ceremony MBA Building Sustainability 2022-24

28th of June 2024
Details to be announced

Faculty

Lecturers & Tutors

Prof. Julian Wékel
Building Sustainability – Management Methods for Energy Efficiency MBA
Technische Universität Berlin
www.master-in-energy.com



Jun-Prof. Dr. Karola Bastini
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Prof. Dr. Justin Becker
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Berlin Career College
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Dr. Nadja Berseck
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Deutsche Bahn AG
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Zsuzsa Besenyöi, M.Sc.
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Prof. Dr. Maren Borkert
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Bettina Brockmann, M.A.
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Dr. Karina Cagarman
School of Economics and Management
Centre for Entrepreneurship TU Berlin

Sarah Droll
EY Deutschland
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Sarah Elsheikh, M.Sc.
Danish Refugee Council / Dansk Flygtningehjælp
University College London (UCL) - Institute of Education
www.drc.ngo

Prof. Dr. rer.pol. Georg Erdmann
Department of Energy Systems
Technische Universität Berlin
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Prof. Dr. Gioia Falcone
University of Glasgow, Imperial College London
www.gla.ac.uk/schools/engineering

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Dipl.-Ing. Daniel Freund
Distributed Artificial Intelligence Labor
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Benjamin Grosse
Chair for Energy and Resource Management
Technische Universität Berlin
www.er.tu-berlin.de

Dr. Jan-Bertram Hillig
GSK Stockmann Rechtsanwälte Steuerberater Partnergesellschaft mbB
www.gsk.de/de/rechtsanwaelte

Ashwin Joshi
Commercial Real Estate Valuer at JLL
www.jll.de

Prof. Dr.-Ing. Andreas Holm
Laboratory for Building Physics
Hochschule München
www.fiw-muenchen.de

Prof. Dr.-Ing. Markus Krämer
Hochschule für Technik und Wirtschaft Berlin (HTW)
www.htw-berlin.de

Dr.-Ing. Maren Kuschke
Sustainable Electric Networks and Sources of Energy
Technische Universität Berlin
www.sense.tu-berlin.de

Christian Mayer
Partner at Noerr Partnerschaftsgesellschaft mbB
www.noerr.com

Prof. Dr. Roland Menges

Institute of Management and Economics
Department of Macroeconomics
Technical University Clausthal
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Prof. Dr. Tetyana Morozyuk
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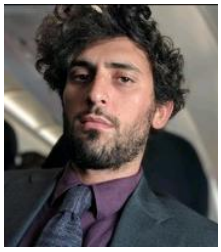

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