

BUILDING SUSTAINABILITY IN URBAN FUTURES MBA



Intake 2025 - 2026

Winter Semester 2025/26

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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. 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, and civil society, to public administration take part in the process and influence it with their differing and often conflicting interests. The result of this is the need for skilled workers who, based on highly professional qualifications, both understand all stakeholders and can 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, understand them, and 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 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

Overview



The Building Sustainability Team

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Building Sustainability in Urban Futures 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 CO₂ 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 CO₂ budget if the temperature increase is to be limited to 1.5°C.”¹

In addition to the technical aspects regarding CO₂-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 focuses 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's 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 focuses 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

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

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 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

Building Sustainability in Urban Futures

| | 1 st Semester | 2 nd Semester | 3 rd 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 | | Smart Buildings & the Integration of Renewable Energies 6 ECTS | |
| | Law 6 ECTS | Energy Performance of Buildings 6 ECTS | Master Thesis 18 ECTS | |
| | | Lecture Series 6 ECTS | | |
| | | 30 ECTS | 30 ECTS | |

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, 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 2025/26

Duration of the semester: 01.10.2025 - 31.03.2026
Lecture period: 13.10.2025 - 14.02.2026
Lecture-free period: public holidays and 22.12.2025 - 03.01.2026

Summer Semester 2026

Duration of the semester: 01.04.2026 - 30.09.2026
Lecture period: 13.04.2026 - 18.07.2026
Lecture-free period: public holidays

Winter Semester 2026/27

Duration of the semester: TBC
Lecture period: TBC
Lecture-free period: public holidays TBC

Lectures

Lectures are held by professors and academic staff of TU Berlin and other universities and by professionals in 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 during 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 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 | A performance which, despite some flaws, still complies with performance requirements |
| 5.0 | Inadequate | Performance with significant flaws which does not comply with requirements |



First Semester Wise 2025/26



Social and Academic Events

Orientation Week 2025

October 06 – 10, 2025

Main Campus Charlottenburg, EUREF
Campus

Library Insights, Meet Up, Administrative
Duties



Official Opening

October 10, 2025 – 4:00 pm

Welcome Addresses Academic Directors

Music, Refreshments

Christmas Dinner

December 11, 2025 – 7:00 pm



Module 01 Technology (9 ECTS)

Prof. Dr. Tetyana Morozyuk (Tatiana Morosuk)

Department Head
Exergy-Based Methods for Refrigeration Systems

tetyana.morozyuk@tu-berlin.de



Aims and Scope

This module revisits and deepens general technical knowledge, including aspects of social responsibility and sustainable development, with a focus on energy technologies and systems in the context of current developments. It provides essential technological insights and explains the foundational principles for the following modules. Students will learn to define, evaluate, and apply various methods to specific cases in the construction sector while also proposing optimization approaches.

The content includes basic principles of physics (fundamental units, mechanics, thermodynamics, electromagnetism, optics), energy technology, chemistry (fuels, combustion, batteries, fuel cells), electrical engineering (electrical power engineering), mechanical engineering (combustion engines, turbines, pumps, compressors), process engineering, and topics such as biomass, fossil fuels, renewable energy sources (geothermal energy, hydropower, wind power, solar thermal energy, photovoltaics). It also covers power grids, switching processes, the Carnot cycle & method, energy storage and transportation technology, building technology, and specific areas of building management.

Examination (9 ECTS, pass/fail)

Part 1: Presentation - 04.02.2026
Part 2: Final Written Exam- 13.02.2026

Schedule

| | |
|--|---|
| Tuesday, October 14, 2025 13:30 – 17:00 | Building Sustainability & Thermal Sciences Prof. Dr. Tetyana Morozyuk |
| Tuesday, October 21, 2025 13:30 – 17:00 | Building Energy Consumption & HVAC Systems Prof. Dr. Tetyana Morozyuk |
| Thursday, October 30, 2025 09:30 – 12:45 | HVAC Systems Prof. Dr. Tetyana Morozyuk |
| Tuesday, November 25, 2025 09:30 – 12:30 | Concepts of Sustainability Dr. Andreas H. Hermelink |
| Thursday, November 27, 2025 13:30 – 17:00 | Concepts of Sustainability Dr. Andreas H. Hermelink |

| | |
|---|---|
| Tuesday, December 2, 2025 9:00 – 12:30 | Introduction to Building Physics Dr. Farshad Nasrollah |
| Wednesday, December 10, 2025 9:00 – 12:30 | U-Value Calculations Dr. Farshad Nasrollah |
| Friday, December 11, 2025 9:00 – 12:30 | Conduction & Convection Heat Loss Dr. Farshad Nasrollah |
| Monday, December 15, 2025 9:00 – 12:30 | Insulation Materials Dr. Farshad Nasrollah |
| Monday, January 5, 2026 9:00 – 12:30 | Heating Technologies Overview Dr. Farshad Nasrollah |
| Monday, January 12, 2026 9:00 – 12:30 | District Heating Systems Dr. Farshad Nasrollah |
| Monday, January 19, 2026 9:00 – 12:30 | Review and Exercises Dr. Farshad Nasrollah |
| Monday, January 26, 2026 9:00 – 17:00 | Stiebel Eltron Workshop Dr. Farshad Nasrollah |
| Wednesday, February 4, 2026 9:00 – 12:30 | Examination: Presentation |
| Friday, February 13, 2026 8:00 – 10:00 | Examination: Written Exam |

Literature

- [1] Blume 2017 - Electric Power System Basics
- [2] Çengel, Boles et al. 2019 - Thermodynamics (Ch. 01-06)
- [3] Çengel, Boles et al. 2019 - Thermodynamics (Ch. 07-17 and Appendix)
- [4] Demirel 2012 - Chapter 1 Introduction Basic Definitions
- [5] Demirel 2012 - Energy
- [6] Dinçer, Rosen et al. 2017 - Optimization of Energy Systems
- [7] Guinée, Heijungs 2017 - Introduction to Life Cycle Assessment
- [8] Jaffe, Taylor 2018 - The Physics of Energy (Ch. 01-14)
- [9] Jaffe, Taylor 2018 - The Physics of Energy (Ch. 30-38 and Appendix)
- [10] Quaschnig 2005 - Understanding Renewable Energy Systems
- [11] Shepherd, Shepherd 2003 - Energy Studies
- [12] Steffen, Richardson et al. 2015 - Planetary boundaries
- [13] Theodore L. Bergman, Adrienne S. Lavine, Frank P. Incropera, David P. DeWitt- Fundamentals of Heat and Mass Transfer, Seventh Edition -John Wiley Sons, Inc. (2011)
- [14] Zweifel, Praktijnjo et al 2017 - Energy Economics

Module 02 Economics (6 ECTS)

Aims and Scope

This module provides students with core knowledge of economics in the field of mobility 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 with Module 3, Business.

Examination (6 ECTS, graded)

Part 1: Written paper, 5 pages
Part 2: Exam Written, 90 minutes

Schedule Core Part: Microeconomics, History of Economic Thought and Macroeconomics

| | |
|--|--|
| Tuesday, October 14, 2025 09:00 – 12:30 | Tutorial 1 Sarah ELSHEIKH, M.Sc. |
| Thursday, October 16, 2025 09:00 – 12:30 | Tutorial 2 Sarah ELSHEIKH, M.Sc. |
| Monday, October 20, 2025 09:00 – 12:30 | Tutorial 3 Sarah ELSHEIKH, M.Sc. |
| Wednesday, October 22, 2025 09:00 – 12:30 | Tutorial 4 Sarah ELSHEIKH, M.Sc. |

Schedule Specialized Part

| | |
|---|---|
| Monday, November 3, 2025 09:30 – 12:30 | Workshop: Academic Writing Maike Kalz |
| Monday, November 10, 2025 09:30 – 12:30 | Workshop: Academic Writing Maximilian Evers, M.Sc. |
| Monday, November 17, 2025 09:30 – 12:30 | Lecture: Real Estate Economics Prof. Dr.-Ing. Nicole Riediger |
| Monday, December 1, 2026 09:30 – 12:30 | Lecture: Real Estate Economics Prof. Dr.-Ing. Nicole Riediger |
| Monday, December 1, 2026 (23:59) | Exam, part 1: Paper Submission |
| Wednesday, December 10, 2026 13:30 – 17:00 | Lecture: Real Estate Economics Prof. Dr.-Ing. Nicole Riediger |

Tuesday, January 6, 2026
9:30 – 12:30

Lecture: Real Estate Economics
Dr.-Ing. Paulus van der Kuil

Tuesday, January 13, 2026
9:30 – 12:30

Lecture: Real Estate Economics
Dr.-Ing. Paulus van der Kuil

Tuesday, January 20, 2026
9:30 – 12:30

Lecture: Real Estate Economics
Dr.-Ing. Paulus van der Kuil

Tuesday, February 3, 2026
9:30 – 12:30

Lecture: Real Estate Economics
Dr.-Ing. Paulus van der Kuil

Tuesday, February 10, 2026
8:00 – 9:30

EXAM, part 2

Literature

[1] CRE_GeltnerMiller_ConceptOfReturns_Chapter09

[2] GeltnerMiller_Commercial Real Estate Analysis Chapter 1_2 (Second Edition)

[3] Real Estate Finance and Investments (14th Edition) by William Brueggeman Jeffrey Fisher

Module 03 Business (9 ECTS)

Prof. Dr. Dodo zu Knyphausen-Aufseß

Strategic Leadership and Global Management TU Berlin

knyphausen@strategie.tu-berlin.de



Aims and Scope

This module is an introduction to business studies. It covers the most important principles of business studies taking into account social responsibility and sustainable development. The module engages with the latest research and encourages a critical and reflective approach in providing a foundation in business studies for subsequent modules. Students will be able to define the main features of business studies, apply problem-solving skills to case studies using different fields of knowledge and present options for optimizing the energy, building and mobility sector.

Examination (9 ECTS, pass/fail)

Core Part: online quiz, 60 minutes, pass/fail

Specialized Part: group presentation, pass/fail

Schedule

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|---|---|
| Thursday, October 16, 2025 13:30 – 17:00 | Conflict Management in an International World Katharina Yombi |
| Friday, October 17, 2025 9:30 – 12:30 | Conflict Management in an International World Katharina Yombi |
| Saturday, October 18, 2025 9:30 – 17:00 | Basics of Business Administration & Corporate Governance Prof. Dr. Dodo zu Knyphausen-Aufseß <i>Topic Assignment for Presentations</i> |
| Monday, October 20, 2025 13:30 – 17:00 | Intercultural Communication Fabian Thun |
| Thursday, October 24, 2025 9:30 – 17:00 | Corporate and Business Management Prof. Dr. Dodo zu Knyphausen-Aufseß |
| Friday, October 25, 2025 9:30 – 17:00 | Corporate and Business Management Prof. Dr. Dodo zu Knyphausen-Aufseß |
| Tuesday, October 28, 2025 13:30 – 17:00 | Corporate Finance Christoph Groth-Tonberge |

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|---|--|
| Wednesday, October 29, 2025 9:00 – 17:00 | Corporate Finance Christoph Groth-Tonberge |
| Thursday, October 30, 2025 9:00 – 12:30 | Workshop: Business Practices Dr. Antje Venjakob |
| Tuesday, November 4, 2025 9:00 – 12:30 | Tutorial: Business Ethics Sarah DROLL |
| Wednesday, November 5, 2025 9:00 – 12:30 | Accounting & Finance Dr. Maximilian Wachter |
| Thursday, November 6, 2025 9:00 – 12:30 | Business Frameworks and Business Canvas Byron Stuntz |
| Thursday, November 13, 2025 9:30 – 12:45 | Tutorial: Presentation Techniques Bettina Brockmann |

Tuesday, November 18, 2025: Quiz, online (available 24h)

| | |
|--|--|
| Wednesday, November 19, 2025 9:00 – 17:00 | Marketing Prof. Dr. Justin Becker |
| Thursday, November 20, 2025 9:00 – 12:30 | Lecture/Workshop: Business Practices Dr. Antje Venjakob |
| Wednesday, December 3, 2025 9:00 – 12:30 | Group Consultations: Business Practices Dr. Antje Venjakob |
| Thursday, December 4, 2025 09:30 – 12:30 | How to Find a Job in Germany Amanda Wichert |
| Wednesday, December 3, 2025 9:00 – 12:30 | Group Consultations: Business Practices Dr. Antje Venjakob |
| Tuesday, December 9, 2025 9:00 – 12:45 | Examination: Presentations Prof. Dr. Dodo zu Knyphausen-Aufseß Dr. Antje Venjakob |

Literature

- [1] Grant, Robert M. Contemporary Strategy Analysis. 10th ed. Hoboken, NJ: John Wiley & Sons, 2019. Accessed September 27, 2024.
- [2] Nickels, William G., James McHugh, and Susan McHugh. Understanding Business. 11th ed. New York: McGraw-Hill Education, 2016.
- [3] Robbins, Stephen P., and Timothy A. Judge. Essentials of Organizational Behavior. 13th ed. Upper Saddle River, NJ: Pearson, 2016.

- [4] Daimler. Integrity Code. 2019. Accessed September 20, 2024.
- [5] Free to Choose Network. "Broken Window Theory." YouTube video, 3:12. Posted June 15, 2017.
- [6] Boylan, Michael. Business Ethics. Upper Saddle River, NJ: Prentice Hall, 2001.
- [7] Megone, Christopher, and Simon Robinson. Case Histories in Business Ethics. London: Routledge, 2002.
- [8] McDonald, Malcolm, and Alisa Kolsaker. MBA Marketing. Red Globe Press, 2014.
- [9] Eliashberg, Jehoshua. Marketing. Amsterdam: North-Holland, 1993.
- [10] Brealey, Richard A., Stewart C. Myers, and Franklin Allen. Principles of Corporate Finance. 12th ed. New York: McGraw-Hill, 2017.
- [11] Wright, Maurice G. Discounted Cash Flow. 2nd ed. London: McGraw-Hill, 1973.
- [12] Brealey, Richard A. An Introduction to Risk and Return from Common Stocks. 2nd ed. Cambridge, MA: MIT Press, 1983.
- [13] Hitt, Michael A., Jeffrey S. Harrison, and R. Duane Ireland. Mergers and Acquisitions: A Guide to Creating Value for Stakeholders. Oxford: Oxford University Press, 2001.

Module 04 Law (6 ECTS)

Prof. Dr. iur. Dr. rer. pol. Dres. h.c.

Franz Jürgen Säcker Hon.Ph.D.(PCCC)

Technische Universität Berlin

Academic Director

MBL European and International Energy Law



contact@master-in-energy.com

Aims and Scope

This module is an introduction to legal principles and the legal framework for modern energy market at the 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.

Examination (6 ECTS, graded)

Core-/Specialized: Law paper, 10 pages, graded (100%)

Schedule

Wednesday, January 7, 2026
09:00 – 17:00

Introduction to Business Law
Prof. Dr. Lydia SCHOLZ

Wednesday, January 14, 2026
09:00 – 12: 30

Construction Contract Law
Dr. Andreas Hermelink

Thursday, January 15, 2026
09:00 – 12: 30

Energy Policy in Buildings
Mr. Jan-Bertram Hillig

Wednesday, January 21, 2026
09:00 – 12: 30

Construction Contract Law
Mr. Jan-Bertram Hillig

Thursday, January 22, 2026
09:00 – 12: 30

HOAI
Dr. Oda Wedemeyer

Wednesday, January 28, 2026
09:00 – 12: 30

European and German Legal Framework on Energy Efficiency in the Building Sector
Dr. Simon Schäfer-Stradowski
Dr. José Mercado

Thursday, January 29, 2026
09:00 – 12: 30

European and German Legal Framework on Energy Efficiency in the Building Sector
Dr. Simon Schäfer-Stradowski
Dr. José Mercado

Saturday, February 7, 2026
13:45 – 17: 00

Tutorial: Academic Writing Law

Saturday, February 14, 2026

EXAM: Paper Announcement

Tuesday, February 24, 2024

Submission of Law Paper - 10 pages, graded

Literature

Core Part:

[1] Angus Johnston and Guy Block. EU Energy Law. Oxford University Press, 2012.

[2] Kim Talus. EU Energy Law and Policy. A Critical Account. Oxford University Press, 2013.

[3] Kate L. Turabian. A Manual for Writers of Research Papers, Theses, and Dissertations. The University of Chicago Press, 2013.

Other information

Examination Retakes

Will take place at the beginning of the following semester. The exact date will be announced before the first examination.

Fun Events



Master Thesis

| | |
|-----------------------|---|
| Supervisors | Individual |
| Aims and Scope | Students demonstrate with the Master Thesis to be capable of addressing a problem from their study program independently, based on scientific methods, within a specific deadline. Once registered for the thesis, students have four months to conclude. |
| Schedule | To start the master thesis, 60 CP must have been gathered; this equals the successful completion of all mandatory modules. Technically, the earliest starting date is six weeks after the last exam. The thesis can be postponed but should be completed in the third term. |
| Contents | Individual |
| Form | Fifty pages, plus introduction and annex (es). In English. Scientific standards prerequisites. More detailed formal requirements are to be announced. |
| Date TBA | Tutorial. Preparation for Master Thesis in Summer Semester. |



Alums Program

With your degree, you become part of the alumni network. Alumni receive invitations to participate in the further extension of the academic program, and to events held on the campus and within the network.

As the program rolls over, you are cordially invited to participate in the curricular and extracurricular events of the following academic year(s)

