

# Dino Ruta

Professor of Practice



**Knowledge Group:** Leadership, Human Resources and Digital Technologies

**Research Domains:** Leadership

**Teaching Domains:** Strategic HR, Team Management, Self-Leadership

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## Biography

Dino Ruta is a Professor of Practice in Leadership, Sports & Events Business at SDA Bocconi School of Management. He engages in research and training to support decision-making processes that link human capital, strategy, and innovation, with a particular focus on the sports and entertainment context. He studies the functioning of ecosystems, the impacts and positive legacies of events, athletes' careers, and the development of a winning mindset in both sports and professional settings. He is a qualified chartered accountant, integrating an economic-financial education with managerial principles of sustainable development.

Dino earned his Bachelor's degree in Business Administration from Università Bocconi in 1999 and his Ph.D. in Business Administration from the University of Bologna in 2003. In 2007, he completed the International Teachers Program (ITP) at IMD in Lausanne. He served as a Visiting Professor at Rutgers University (New Jersey, USA) in 2008.

In 2004, he started as a professor of Human Resources, and over time, his interests and research expanded to sports management. He has developed a strong know-how, a global network, and a series of high-impact initiatives based on his innovative approach to sports and management, where these two dimensions positively influence each other, creating value.

In 2013, he founded the Sport & Entertainment Knowledge Center, a research and training center at SDA Bocconi School of Management. At SDA Bocconi, he also serves as the Academic Director of the Executive Master in Business of Events (EMBE) in collaboration with the Milano Cortina 2026 Foundation and the Scientific Director of the FIFA Master (International Master in Humanities, Management, and Law of Sports). Since 2015, he has been an Affiliate Professor of International Sports Management at Columbia University in New York, USA, and since 2018, an Affiliate Professor at the Josoor Institute in Doha, Qatar. He is the director of the "Management dello Sport" program and the "Management del Calcio" program in collaboration with the Technical Sector of the Italian Football Federation (FIGC). From 2024, he is the coordinator of the Milano-Cortina 2026 Impacts and Legacy project.

At Università Bocconi, Dino teaches Sport Business and Management and created the Bocconi Sport Talents program to support students' academic and sports careers. He served as the Director of the Master in Organization & Personnel from 2009 to 2014. He is the Faculty representative for the Sport topic in the Bocconi Alumni Community (BAC), collaborating with Frank Leenders (Topic Leader BAC).

At SDA Bocconi, he has taught the Managing People in Organizations course in the full-time MBA, created the Advanced HR Management Program, and coordinated the HR Leader pathway. His works have been published in various international journals, including Human Resource Management, International Journal of Human Resource Management, International Journal of Learning and Intellectual Capital, Social Enterprise Journal, Strategic HR Review, European Business Review, and Sport, Business, Management: an International Journal. He received the Excellent Research award in 2004 and 2008 and the Excellent Teaching award in 2009, 2011, and 2022 from Università Bocconi. In 2012, he won the Ghirelli award for the "International Book of the Year for Management in Football" organized by FIGC.

Dino has worked on innovative projects in the sports and events world, supporting initiatives such as the managerial career of Javier Zanetti, athletes as brands for the National Basketball Players Association in the USA, career transition for football players for UEFA, managerial development for technical figures in Italian football for the Technical Sector of FIGC, development trajectories for women's football for FIFPro, impact measurement for the Giro d'Italia, integrated development of sports in the Trento Province, human capital development strategies for the Supreme Committee for Delivery and Legacy Qatar 2022, growth strategies for the Golf Club Castello Tolcinasco, organizational criteria expert for UEFA licensing for FIGC, and board member of the Vero Volley Consortium.

He has been invited to present his research in Argentina, the United Arab Emirates, Poland, Qatar, the United States, South Africa, Switzerland, Turkey, and the UK. He is often called upon to interview sports personalities and Olympic medalists on Leadership and Sports Management topics, including Agassi, Buffon, Cordoba, Fontana, Phelps, Djordjevic, Leonardo, Massaro, Scola, Zanetti, and Webber. He developed a test that measures athletes' winning mindset, believing in the Olympic values of excellence, friendship, and respect as a model for sustainable behavior in professional contexts.

Dino is married to Elisetta and is the father of Lorenzo. He enjoys participating in charitable initiatives and is the president of the Sport4Talent Foundation, a social project promoting sports as an educational tool for children facing vulnerability, especially in Taranto, his hometown.

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## Practice-Oriented Books

### **Colori Olimpici: Lo sport e i giochi come scintilla di benessere e sviluppo**

RUTA, D. - "Colori Olimpici: Lo sport e i giochi come scintilla di benessere e sviluppo" - 2025, Egea, Milano, Italy

### **Leading teams: tools and techniques for successful team leadership from the sports world**

GUENZI, P., D. RUTA - "Leading teams: tools and techniques for successful team leadership from the sports world" - 2013, John Wiley & Sons, United States of America

**Per me... numero 1: aneddoti sportivi (e non) per allenarsi da leader**

PETERSON, D., D. RUTA - "Per me... numero 1: aneddoti sportivi (e non) per allenarsi da leader" - 2013, Egea, Milano, Italy

**Team Leadership: idee e azioni tra sport e management**

GUENZI, P., D. RUTA - "Team Leadership: idee e azioni tra sport e management" - 2011, Egea, Milano, Italy

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## Other

**The social value of the Olympic Games**

RUTA, D., "The social value of the Olympic Games", Via Sarfatti 25, 2024, no. 3, pp. 24-26

**Un evento è per sempre se genera sviluppo economico sostenibile**

RUTA, D., "Un evento è per sempre se genera sviluppo economico sostenibile", Fortune Italia, 1 September 2024

**Europei 2032: i Fondi per accelerare lo sviluppo degli impianti sportivi**

RUTA, D., "Europei 2032: i Fondi per accelerare lo sviluppo degli impianti sportivi", Fortune Italia, 8 July 2023

**Back to the future: sport is an HR affair**

RUTA, D., "Back to the future: sport is an HR affair", Global Sports Jobs, 2015

**Legacy e Sostenibilità degli Eventi Sportivi**

RUTA, D., I. SALA, "Legacy e Sostenibilità degli Eventi Sportivi", Spaziosport, 2015, vol. 35

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## Articles in national/international newspapers

**Il futuro del calcio europeo tra sostenibilità finanziaria e modelli di sviluppo**

RUTA, D., "Il futuro del calcio europeo tra sostenibilità finanziaria e modelli di sviluppo", Il Sole 24 Ore, 7 January 2023

**Internazionalizzazione e made in Italy sono il futuro del calcio italiano**

RUTA, D., "Internazionalizzazione e made in Italy sono il futuro del calcio italiano", Il Sole 24 Ore, 9 February 2023

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## Articles in Scholarly Journals

### **Un modello di sport tra spirito olimpico e (iper) professionismo**

RUTA, D., "Un modello di sport tra spirito olimpico e (iper) professionismo", *Economia & Management*, 2023, no. 4, pp. 68-74

### **Atleti e carriera: la partita si gioca anche fuori dal campo**

RUTA, D., L. ANTONELLI, "Atleti e carriera: la partita si gioca anche fuori dal campo", *Economia & Management*, 2023, no. 4, pp. 80-84

### **Perché gli impianti sportivi sono per tutti un business vincente**

RUTA, D., A. PALMIERI, "Perché gli impianti sportivi sono per tutti un business vincente", *Economia & Management*, 2023, no. 4, pp. 90-94

### **The impact of money prizes from UEFA competitions on clubs' national performance**

RUTA, D., L. LORENZON, N. LOLLI, P. G. GORLERO, "The impact of money prizes from UEFA competitions on clubs' national performance", *Sport, Business and Management: An International Journal*, 2022, vol. 12, no. 1, pp. 77-92

### **The relationship between governance structure and football club performance in Italy and England**

RUTA, D., L. LORENZON, E. SIRONI, "The relationship between governance structure and football club performance in Italy and England", *Sport, Business and Management: An International Journal*, 2019, vol. 10, no. 1, pp. 17-37

### **Designing a social enterprise. Organization configuration and social stakeholders' work involvement**

RUTA, D., B. IMPERATORI, "Designing a social enterprise. Organization configuration and social stakeholders' work involvement", *Social Enterprise Journal*, 2015, vol. 11, no. 3, pp. 321-346

### **Mentalità Sportiva e People Strategy**

RUTA, D., I. SALA, "Mentalità Sportiva e People Strategy", *Direzione del Personale - Rivista dell'Associazione Italiana per la Direzione del Personale*, 2015, vol. 4, pp. 17-19

### **La leadership è apprendimento nel tempo**

RUTA, D., D. PETERSON, "La leadership è apprendimento nel tempo", *Direzione del Personale - Rivista dell'Associazione Italiana per la Direzione del Personale*, 2014, vol. 2, pp. 58-60

### **Leading teams: Tools and Techniques for Successful Team Leadership from the Sports World**

GUENZI, P., D. RUTA, "Leading teams: Tools and Techniques for Successful Team Leadership from the Sports World", *The European Business Review*, 8 September 2013, pp. 23-27

### **Una nuova leadership del personale**

RUTA, D., "Una nuova leadership del personale", *Economia & Management*, 2013, no. 5, pp. 15-23

### **What can business leaders learn from sports leadership?**

GUENZI, P., D. RUTA, "What can business leaders learn from sports leadership?", *Strategic Hr Review*, 25 November 2013, vol. 13, no. 1

### **Dialogo tra HR e linea: idee e azioni per essere (più) strategici**

RUTA, D., "Dialogo tra HR e linea: idee e azioni per essere (più) strategici", *Economia & Management*, 2012, no. 4, pp. 45-53

#### **HR portal alignment for the creation and development of intellectual capital**

RUTA, D., "HR portal alignment for the creation and development of intellectual capital", *The International Journal of Human Resource Management*, 2009, vol. 20, no. 3, pp. 562-577

#### **Fostering intellectual capital through communication technologies: an analysis of knowledge-sharing determinants**

RUTA, D., U. MACCHITELLA, "Fostering intellectual capital through communication technologies: an analysis of knowledge-sharing determinants", *International Journal of Learning and Intellectual Capital*, 2008, vol. 5, no. 2, pp. 123-152

#### **Il Festival di Sanremo tra Interessi Divergenti e Alchimie Organizzative**

RUTA, D., "Il Festival di Sanremo tra Interessi Divergenti e Alchimie Organizzative", *Economia & Management*, 2006, no. 1, pp. 13-24

#### **The application of change management theory to HR portal implementation in subsidiaries of multinational corporations**

RUTA, D., "The application of change management theory to HR portal implementation in subsidiaries of multinational corporations", *Human Resource Management*, 2005, vol. 44, no. 1, pp. 35-53

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### **Edited Books**

#### **Qatar, The Land of Sports and Events: Human Capital Strategy for Socio-Economic Impacts**

RUTA, D. (Ed.), "Qatar, The Land of Sports and Events: Human Capital Strategy for Socio-Economic Impacts" - 2022, Bocconi University Press - BUP, Milano, Italy

#### **The Routledge Handbook of Sport and Legacy: Meeting the Challenge of Major Sport Events Routledge, Sport and Leisure studies**

RUTA, D., R. HOLT (Eds.), "The Routledge Handbook of Sport and Legacy: Meeting the Challenge of Major Sport Events Routledge, Sport and Leisure studies" - 2015, Routledge, Taylor and Francis Group, London, Great Britain

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### **Proceedings/Presentations**

#### **Strategic choices in order to maximize revenues in sports events: a cross-case analysis**

PALMIERI, A., D. RUTA, B. INTRONA, "Strategic choices in order to maximize revenues in sports events: a cross-case analysis" in EURAM 2021 Online Conference - 16-18 June, 2021, Montreal, Canada

#### **Professional Sport Responsibility and Sustainability: Empirical Inductive Study on Football Clubs**

TRINCHERO, E., A. BOLCHINI, D. RUTA, "Professional Sport Responsibility and Sustainability: Empirical Inductive Study on Football Clubs" in EURAM 2021 Online Conference - 16-18 June, 2021, Montreal, Canada

### **The impact of UEFA competitions' prize money on the competitive balance of national football leagues**

RUTA, D., N. LOLLI, L. LORENZON, "The impact of UEFA competitions' prize money on the competitive balance of national football leagues" in EURAM 2020 Online Conference - The Business of now: the future starts now - 4-6 December, 2020, Trinity College, Ireland

### **The Effect of Club Ownership Concentration on Board and CEO Function: The Relation between Governance Structure and Club Performances in Italy and England**

LORENZON, L., D. RUTA, E. SIRONI, "The Effect of Club Ownership Concentration on Board and CEO Function: The Relation between Governance Structure and Club Performances in Italy and England" in EURAM 2018, June 19-22, 2018, Reykjavik, Iceland

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## **Cases in International Case Collections**

### **The Development of the OTT BROADCASTERS the Sports Market: The SKY SPORT and DAZN Cases**

ANTONELLI, L., A. CIRINCIONE, D. RUTA - "The Development of the OTT BROADCASTERS the Sports Market: The SKY SPORT and DAZN Cases" - 2020, The Case Centre, Great Britain

### **Hewlett-Packard: Implementing the hr@hp Employee Portal**

RUTA, D. - "Hewlett-Packard: Implementing the hr@hp Employee Portal" - 2005, The Case Centre, Great Britain

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## **Prefaces, Postfaces, short Introductions**

### **Postfazione - Vincere, ma non solo**

RUTA, D., "Postfazione - Vincere, ma non solo" in J. Zanetti, Vincere, ma non solo. Crescere nella vita e raggiungere i propri obiettivi., J.Zanetti (Ed.), Bruno Mondadori Editore, 2018

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## **Contribution to Chapters, Books or Research Monographs**

### **After so much music: the repositioning of MTV Italia**

RUTA, D., G. FERRARI, S. SALVEMINI, "After so much music: the repositioning of MTV Italia" in The Italian Model of Management. A selection of case studies., L. Serio (Ed.), Greenleaf Publishing, chap. 10, 2016

### **People Management in Cultural Organizations**

RUTA, D., I. SALA, "People Management in Cultural Organizations" in Human Resource Management in Mission Driven Organizations: Lessons in HRM for Managing People in a Values-Driven Company., C.

Brewster, J. L. Cerdin (Eds.), Pearson, 2016

### **People Management in Sport Organizations**

RUTA, D., I. SALA, "People Management in Sport Organizations" in Human Resource Management in Mission Driven Organizations: Lessons in HRM for Managing People in a Values-Driven Company., C. Brewster, J. L. Cerdin (Eds.), Pearson, 2016

### **Allenare leader «responsabili»**

RUTA, D., I. SALA, "Allenare leader «responsabili»" in Responsible Leadership., M. Magni, F. Pennarola (Eds.), Egea, chap. 7, pp. 195-211, 2015

### **City Capacity Building - Preparing to Exploit the Legacy of a large-scale Sports Event:The case of Valencia and the 2007 America's Cup**

RUTA, D., B. MANZONI, "City Capacity Building - Preparing to Exploit the Legacy of a large-scale Sports Event:The case of Valencia and the 2007 America's Cup" in The Routledge Handbook of Sport and Legacy: Meeting the challenge of major sports events., Holt Richard, Ruta Cataldo (Eds.), Routledge, chap. 16, pp. 231-244, 2015

### **A strategic and pluralistic approach to planning legacy: the case of the Giro d'Italia**

RUTA, D., "A strategic and pluralistic approach to planning legacy: the case of the Giro d'Italia" in The Routledge Handbook of Sport and Legacy Meeting the Challenge of Major Sports Events., Holt Richard, Ruta Cataldo (Eds.), Routledge, chap. 1, pp. 29-45, 2015

### **The effects of ict on sports fan management**

RUTA, D., B. IMPERATORI, J. CAVENAGHI, "The effects of ict on sports fan management" in Social Enterprise: Value Creation through ICT., Teresa Torres-Coronas, Maria-Arantzazu Vidal-Blasco (Eds.), IGI Global, pp. 243-262, 2013

### **The integration of online face-to-face social networking: the need for managerial reconfiguration**

IMPERATORI, B., D. RUTA, "The integration of online face-to-face social networking: the need for managerial reconfiguration" in Social Media in Human Resources Management (Advanced Series in Management, Volume 12), T. Bondarouk, M. R. Olivas-luján (Eds.), Emerald Group Publishing Limited, pp. 181-200, 2013

### **HR Portal: a tool for contingent and individualized HRM**

RUTA, D., "HR Portal: a tool for contingent and individualized HRM" in Handbook of Research on E-Transformation and Human Resources Management Technologies: Organizational Outcomes and Challenges., T. Bondarouk, E. Oiry, K. Guiderdoni-Jourdain, H. Ruel (Eds.), IGI Global, pp. 20-33, 2009

### **HR Portals as tools to develop Relational Resources Management**

RUTA, D., "HR Portals as tools to develop Relational Resources Management" in Encyclopedia of HRIS: Challenges in e-HRM., Torres-Coronas T., Arias-Oliva M. (Eds.), IGI Global, pp. 428-433, 2009

### **Organizational Implications of Managing the HRIS Employee Experience Data di pubblicazione: 2009**

RUTA, D., "Organizational Implications of Managing the HRIS Employee Experience Data di pubblicazione: 2009" in Encyclopedia of HRIS: Challenges in e-HRM., Torres-Coronas T., Arias-Oliva M. (Eds.), IGI Global, pp.

### **Organizzare una Social Enterprise Venture tra dimensione economica e sociale**

RUTA, D., B. IMPERATORI, "Organizzare una Social Enterprise Venture tra dimensione economica e sociale" in Social Entrepreneurship: Imprese innovative per il cambiamento sociale., F. Perrini (Ed.), Egea, pp. 112-137, 2007

### **Organizing a Social Enterprise**

RUTA, D., B. IMPERATORI, "Organizing a Social Enterprise" in The New Social Entrepreneurship: What awaits social entrepreneurial ventures?., F. Perrini (Ed.), Edward Elgar Publishing, pp. 105-121, 2006

### **Dal pensiero all'azione: implicazioni organizzative per la valorizzazione della Customer Experience**

RUTA, D., "Dal pensiero all'azione: implicazioni organizzative per la valorizzazione della Customer Experience" in Organizzazione e Information Technology: Combinare, risorse, persone, tecnologie per nuovi modelli d'impresa., F. Pennarola (Ed.), Egea, pp. 211-250, 2005

### **Gestire l'introduzione dell'e-learning nei processi di human resources management**

RUTA, D., "Gestire l'introduzione dell'e-learning nei processi di human resources management" in E-learning e piccole imprese: analisi di un percorso incompiuto., P. Bielli (Ed.), Franco Angeli, pp. 195-225, 2005

### **Implementare tecnologie e ridisegnare i processi di human resource management: l'esperienza Cisco Systems**

RUTA, D., "Implementare tecnologie e ridisegnare i processi di human resource management: l'esperienza Cisco Systems" in E-learning e piccole imprese: analisi di un percorso incompiuto., P. Bielli (Ed.), Franco Angeli, 2005

### **Learning in entrepreneurial firms: An exploratory study**

RAVASI, D., C. TURATI, G. MARCHISIO, D. RUTA, "Learning in entrepreneurial firms: An exploratory study" in Crossroads of Entrepreneurship., G. Corbetta, M. Huse, D. Ravasi (Eds.), Kluwer Academic Publishers, pp. 165-184, 2004

### **L'Employee Portal per la gestione delle risorse umane: il caso HR@HP**

RUTA, D., "L'Employee Portal per la gestione delle risorse umane: il caso HR@HP" in L'araba fenice: economia digitale alla prova dei fatti., A. Biffi, C. Dematté (Eds.), Etas Libri, pp. 307-324, 2003

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## **Research Notes or short Articles in Journals**

### **Gestire le persone come un capitale: una riflessione sui dati generati dalle persone e sul fatto che non sono sempre dei costi**

RUTA, D., "Gestire le persone come un capitale: una riflessione sui dati generati dalle persone e sul fatto che non sono sempre dei costi", Economia & Management, 2005, no. 1, pp. 44-46

### **Il cuoco, il ristorante e l'impresa. Una sfida manageriale tra competenze uniche e attività critiche**



RUTA, D., "Il cuoco, il ristorante e l'impresa. Una sfida manageriale tra competenze uniche e attività critiche",  
Economia & Management, 2004, no. 1, pp. 42-43

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## Research Monographs

### **Organizzare il Knowledge Management**

RUTA, D., C. TURATI - "Organizzare il Knowledge Management" - 2002, Egea, Milano, Italy