

Dino Ruta

PROFESSOR OF PRACTICE

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 Josoer 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.

Teaching domains

Self-Leadership

Team Management

Strategic HR

ARTICLES IN SCHOLARLY JOURNALS

RUTA D., ANTONELLI L.

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

Economia & Management, 2023, no. 4, pp.80-84

RUTA D., PALMIERI A.

Perché gli impianti sportivi sono per tutti un business vincente

Economia & Management, 2023, no. 4, pp.90-94

RUTA D.

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

Economia & Management, 2023, no. 4, pp.68-74

RUTA D., LORENZON L., LOLLI N., GORLERO P. G.

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

RUTA D., LORENZON L., SIRONI E.

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

RUTA D., IMPERATORI B.

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

Social Enterprise Journal, 2015, vol.11, no. 3, pp.321-346

RUTA D., SALA I.

Mentalità Sportiva e People Strategy

Direzione del Personale – Rivista dell'Associazione Italiana per la Direzione del Personale, 2015, vol.4, pp.17-19

RUTA D., PETERSON D.

La leadership è apprendimento nel tempo

Direzione del Personale – Rivista dell'Associazione Italiana per la Direzione del Personale, 2014, vol.2, pp.58-60

GUENZI P., RUTA D.

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

The European Business Review, 8 September, 2013, pp.23-27

RUTA D.

Una nuova leadership del personale

Economia & Management, 2013, no. 5, pp.15-23

GUENZI P., RUTA D.

What can business leaders learn from sports leadership?

Strategic Hr Review, 25 November, 2013, vol.13, no. 1

RUTA D.

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

Economia & Management, 2012, no. 4, pp.45-53

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

RUTA D., MACCHITELLA U.

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

RUTA D.

Il Festival di Sanremo tra Interessi Divergenti e Alchimie Organizzative

Economia & Management, 2006, no. 1, pp.13-24

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

RESEARCH MONOGRAPHS

RUTA D., TURATI C.

Organizzare il Knowledge Management

Egea, Milano, Italy, 2002

PRACTICE-ORIENTED BOOKS

GUENZI P., RUTA D.

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

John Wiley & Sons, United States of America, 2013

PETERSON D., RUTA D.

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

Egea, Milano, Italy, 2013

GUENZI P., RUTA D.

Team Leadership: idee e azioni tra sport e management

Egea, Milano, Italy, 2011

EDITED BOOKS

RUTA D. (ED.)

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

Bocconi University Press – BUP, Milano, Italy, 2022

RUTA D., HOLT R. (EDS.)

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

Routledge, Taylor and Francis Group, London, Great Britain, 2015

CONTRIBUTION TO CHAPTERS, BOOKS OR RESEARCH MONOGRAPHS

RUTA D., FERRARI G., SALVEMINI S.

After so much music: the repositioning of MTV Italia in *The Italian Model of Management. A selection of case studies*

L. Serio (Eds), Greenleaf Publishing, chap. 10, 2016

RUTA D., SALA I.

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

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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 (Ed), Routledge, chap. 1, pp.29–45, 2015

RUTA D., SALA I.

Allenare leader «responsabili» in *Responsible Leadership*

M. Magni, F. Pennarola (Eds), Egea, chap. 7, pp.195–211, 2015

RUTA D., MANZONI B.

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

RUTA D., IMPERATORI B., CAVENAGHI J.

The effects of ict on sports fan management in *Social E-Enterprise: Value Creation through ICT*
Teresa Torres-Coronas, Maria-Arantzazu Vidal-Blasco (Eds), IGI Global, pp.243-262, 2013

IMPERATORI B., RUTA D.

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

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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(Ed), IGI Global, pp.20-33, 2009

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

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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.(Ed), IGI Global, pp.687-692, 2009

RUTA D., IMPERATORI B.

Organizzare una Social Enterprise Venture tra dimensione economica e sociale in *Social Entrepreneurship: Imprese innovative per il cambiamento sociale*
F. Perrini (Eds), Egea, pp.112-137, 2007

RUTA D., IMPERATORI B.

Organizing a Social Enterprise in *The New Social Entrepreneurship: What awaits social entrepreneurial ventures?*
F. Perrini (Eds), Edward Elgar Publishing, pp.105-121, 2006

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*
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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

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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

RAVASI D., TURATI C., MARCHISIO G., RUTA D.

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

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(Ed), Etas Libri, pp.307-324, 2003

ARTICLES IN NATIONAL/INTERNATIONAL NEWSPAPERS

RUTA D.

Internazionalizzazione e made in Italy sono il futuro del calcio italiano

Il Sole 24 Ore, 9 February, 2023

RUTA D.

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

Il Sole 24 Ore, 7 January, 2023

CASES IN INTERNATIONAL CASE COLLECTIONS

ANTONELLI L., CIRRINCIONE A., RUTA D.

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

2020, The Case Centre, Great Britain

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Hewlett-Packard: Implementing the hr@hp Employee Portal

2005, The Case Centre, Great Britain

OTHER

RUTA D.

Un evento è per sempre se genera sviluppo economico sostenibile

2024, Fortune Italia, Italy

RUTA D.

The social value of the Olympic Games

2024, Via Sarfatti 25, Milano, Italy

RUTA D.

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

2023, Fortune Italia, Italy

RUTA D.

Back to the future: sport is an HR affair

2015, Global Sports Jobs

RUTA D., SALA I.

Legacy e Sostenibilità degli Eventi Sportivi

2015, Spaziosport

PREFACES, POSTFACES, SHORT INTRODUCTIONS

RUTA D.

Postfazione - Vincere, ma non solo in J. Zanetti, *Vincere, ma non solo. Crescere nella vita e raggiungere i propri obiettivi*

PROCEEDINGS/PRESENTATIONS

TRINCHERO E., BOLCHINI A., RUTA D.

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

EURAM 2021 Online Conference - 16-18 June, 2021, Montreal, Canada

PALMIERI A., RUTA D., INTRONA B.

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

EURAM 2021 Online Conference - 16-18 June, 2021, Montreal, Canada

RUTA D., LOLLI N., LORENZON L.

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

EURAM 2020 Online Conference - The Business of now: the future starts now - 4-6 December 2020, Trinity College, Ireland

LORENZON L., RUTA D., SIRONI E.

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

EURAM 2018, June 19-22, 2018, Reykjavík, Iceland

RESEARCH NOTES OR SHORT ARTICLES IN JOURNALS

RUTA D.

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

2005, *Economia & Management*, Milano, Italy

RUTA D.

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

2004, *Economia & Management*, Milano, Italy

Grants & Honors

Teaching Award – SDA Bocconi School of Management , 2022

Excellence in Custom Project Award – SDA Bocconi School of Management , 2017

Ghirelli Award "Libro internazionale dell'anno per il management nel calcio" – FIGC – Federazione Italiana Giuoco Calcio , 2012

Best Academy Award – SDA Bocconi School of Management , 2011

Excellence in Teaching Award – Università Commerciale Luigi Bocconi , 2011

Excellence in Teaching Award – Università Commerciale Luigi Bocconi , 2009

Excellence in Research Award – Università Commerciale Luigi Bocconi , 2008

