

Unit 14

Reading A

The Art of War

1 The Art of War is a Chinese military treatise that was written by Sun Tzu in the 6th century BC, during the Spring and Autumn Period. Composed of 13 chapters, each of which is devoted to one aspect of warfare, it is said to be the definitive work on military strategies and tactics of its time, and still one of the basic texts.

《孙子兵法》是一部中国兵书，由孙武在公元前 6 世纪春秋时期撰写。它由 13 章组成，每一章都专注于战争的一个方面。据说它是当时军事战略和战术的权威著作，并且至今仍是基本典籍之一。

2 The Art of War is one of the oldest and most successful books on military strategy. It has had an influence on Eastern military thinking, business tactics, and beyond. Sun Tzu suggested the importance of positioning in strategy and that position is affected both by objective conditions in the physical environment and the subjective opinions of competitive actors in that environment. He thought that strategy was not planning in the sense of working through an established list, but rather that it requires quick and appropriate responses to changing conditions. Planning works in a controlled environment, but in a changing environment, competing plans collide, creating unexpected situations.

《孙子兵法》是最古老且最成功的军事战略书籍之一。它对东方的军事思想、商业策略及其他方面都产生了影响。孙子提出了在战略中定位的重要性，并且认为位置既受物理环境中的客观条件影响，也受该环境中竞争参与者的主观意见影响。他认为战略不是按照既定清单进行规划的意义上的计划，而是需要对不断变化的条件做出快速且恰当的反应。规划在受控环境中起作用，但在不断变化的环境中，相互竞争的计划会相互碰撞，从而创造出意想不到的情况。

3 The book was translated into the French language in 1772 by French Jesuit Jean Joseph Marie Amiot, and into English by British officer Everard Ferguson Calthrop in 1905. It is likely to have influenced Napoleon, and leaders as diverse as Mao Zedong, General Vo Nguyen Giap, Antoine-Henri Jomini, and General Douglas MacArthur have claimed to have drawn inspiration from the work. The Art of War has also been applied to business and managerial strategies.

该书于 1772 年由法国耶稣会士让·约瑟夫·玛丽·阿米奥（Jean Joseph Marie Amiot）翻译成法语，1905 年由英国军官埃弗拉德·弗格森·卡尔索普（Everard Ferguson Calthrop）翻译成英语。它很可能对拿破仑产生了影响，而像毛泽东、武元甲将军、安托万-亨利·约米尼（Antoine-Henri Jomini）以及道格拉斯·麦克阿瑟将军等不同的领导人都声称从该著作中获得了灵感。《孙子兵法》也被应用于商业和管理策略。

Chapter summary

4 Laying Plans explores the five fundamental factors that define a successful outcome (the Way, seasons, terrain, leadership, and management). By thinking, assessing and comparing these points you can calculate a victory, deviation from them will ensure failure. Remember that war is a very grave matter of state.

《始计篇》探讨了成功的五个基本要素（道、天、地、将、法）。通过思考、评估和对比这些要点，你可以预测胜利，背离它们则必然会失败。要记住，战争是国家的重大事务。

5 Waging War/The Challenge explains how to understand the economy of war and how success requires making the winning play, which in turn, requires limiting the cost of competition and conflict.

《作战篇》/《战争的挑战》解释了如何理解战争的经济问题，以及成功需要采取制胜策略，而这又需要限制竞争和冲突的成本。

6 Attack by Stratagem/The Plan of Attack defines the source of strength as unity, not size, and the five ingredients that you need to succeed in any war.

《谋攻篇》/《战略进攻》定义了力量的来源是团结而非规模，以及在任何战争中取得成功所需的五个要素。

7 Tactical Dispositions/Positioning explains the importance of defending existing positions until you can advance them and how you must recognize opportunities, not try to create them.

《军形篇》/《战术部署与定位》解释了坚守现有阵地直到能够推进它们的重要性，以及你必须识别机会而不是试图创造机会。

8 Energy/Directing explains the use of creativity and timing in building your momentum.

《兵势篇》/《能量与指挥》解释了在建立势头时创造力和时机的运用。

9 Weak Points & Strong/Illusion and Reality explains how your opportunities come from the openings in the environment caused by the relative weakness of your enemy in a given area.

《虚实篇》/《弱点与强项、虚幻与现实》解释了你的机会如何来自于环境中的缺口，这些缺口是由敌人在特定领域的相对弱点所造成的。

10 Maneuvering/Engaging The Force explains the dangers of direct conflict and how to win those confrontations when they are forced upon you.

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11 Variation in Tactics/The Nine Variations focuses on the need for flexibility in your responses. It explains how to respond to shifting circumstances successfully.

《战术变化与九变》重点强调了在应对中需要灵活性。它解释了如何成功地应对不断变化的情况。

12 The Army on the March/Moving The Force describes the different situations in which you find yourselves as you move into new enemy territories and how to respond to them. Much of it focuses on evaluating the intentions of others.

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13 Terrain/Situational Positioning looks at the three general areas of resistance (distance, dangers,

and barriers) and the six types of ground positions that arise from them. Each of these six field positions offers certain advantages and disadvantages.

《地形篇》/《地形与态势定位》考察了三种主要的抵抗区域（距离、危险和障碍）以及由此产生的六种地形位置。这六种地形位置中的每一种都有其特定的优势和劣势。

14 The Nine Situations describe nine common situations (or stages) in a campaign, from scattering to deadly, and the specific focus you need to successfully navigate each of them.

《九地篇》描述了战役中的九种常见情况（或阶段），从散地到死地，以及成功驾驭每一种情况所需的特定关注点。

15 The Attack by Fire/Fiery Attack explains the use of weapons generally and the use of the environment as a weapon specifically. It examines the five targets for attack, the five types of environmental attack, and the appropriate responses to such attack.

《火攻篇》/《用火攻击》解释了武器的一般使用方法，特别是将环境作为武器来使用。它考察了五种攻击目标、五种环境攻击类型以及对这类攻击的适当反应。

16 The Use of Spies/The Use of Intelligence focuses on the importance of developing good information sources, specifically the five types of sources and how to manage them. st of competition and conflict.

《用间篇》/《情报的运用》聚焦于开发良好信息源的重要性，具体而言是五种信息源以及如何管理它们。成功需要限制竞争和冲突的成本。

Military applications

17 The Art of War (with Cao Cao's annotations) has been a military textbook since the Song Dynasty and known as Seven Military Classics with six other strategy books.

《孙子兵法》（曹操注）自宋朝起就是一部兵书，并与其他六部兵书一起被称为《武经七书》。

18 In many East Asian countries, The Art of War has been part of the syllabus for potential candidates of military service examinations. Various translations are available.

在许多东亚国家，《孙子兵法》一直是军事服役考试潜在考生课程大纲的一部分。有各种不同的译本。

19 During the Sengoku era in Japan, a daimyo named Takeda Shingen (1521-1573) was said to have become almost invincible in all battles without relying on guns, because he studied The Art of War. The book even gave him the inspiration for his famous battle standard "Furinkazan" (Wind, Forest, Fire and Mountain), meaning fast as the wind, silent as a forest, ferocious as fire and immovable as a mountain.

在日本战国时代，有一位名叫武田信玄（1521 - 1573）的大名，据说他在所有战斗中几乎战无不胜，且不依赖枪炮，因为他研习了《孙子兵法》。这本书甚至给了他创作著名战旗“风林火山”的灵感，其含义为疾如风、徐如林、侵掠如火、不动如山。

20 The translator Samuel B. Griffith offers a chapter on "Sun Tzu and Mao Tse-Tung" where The Art of War is cited as influencing Mao's On Guerilla Warfare, On the Protracted War, and Strategic Problems of China's Revolutionary War and includes Mao's quote: "We must not belittle the

saying in the book of Sun Wu Tzu, the great military expert of ancient China, 'Know your enemy and know yourself and you can fight a thousand battles without disaster. '"

翻译家塞缪尔·B·格里菲思在书中有一章名为“孙子与毛泽东”，其中提到《孙子兵法》对毛泽东的《抗日游击战争的战略问题》《论持久战》和《中国革命战争的战略问题》产生了影响，并且书中还引用了毛泽东的话：“中国古代大军事学家孙武子书上‘知彼知己，百战不殆’这句话，是包括学习和使用两个阶段而说的，包括从认识客观实际中的发展规律，并按照这些规律去决定自己行动克服当前敌人而说的；我们不要看轻这句话。”

21 During the Vietnam War, some Vietcong officers studied The Art of War, and reportedly could recite entire passages from memory. General Vo Nguyen Giap successfully implemented tactics described in The Art of War during the Battle of Dien Bien Phu to end major French involvement in Indochina and led to the accords which partitioned Vietnam into North and South. America's defeat here, more than any other event, brought Sun Tzu to the attention of American military thought leaders.

在越南战争期间，一些越共军官研究了《孙子兵法》，据说他们能够凭记忆背诵整段内容。武元甲将军在奠边府战役中成功实施了《孙子兵法》中描述的战术，结束了法国在印度支那的主要参与，并促成了将越南划分为北越和南越的协议。美国在这场战争中的失败，比任何其他事件都更让孙子兵法引起了美国军事思想领袖的关注。

22 The Art of War is listed on the Marine Corps Professional Reading Program. It is recommended reading for all United States Military Intelligence personnel and is required reading for all CIA officers.

《孙子兵法》被列入海军陆战队专业阅读计划。它是所有美国军事情报人员的推荐读物，也是所有中央情报局官员的必读书目。

Application outside the military

23 The Art of War has been applied to many fields well outside of the military. Much of the text is about how to fight wars without actually having to do with battles: it gives tips on how to outsmart one's opponent so that physical battle is not necessary. As such, it has found application as a training guide for many competitive endeavors that do not involve actual combat.

《孙子兵法》已被应用于军事以外的许多领域。这部著作的大部分内容是关于如何在无需实际战斗的情况下进行战争：它提供了如何智胜对手从而使实际战斗变得不必要的技巧。正因如此，它被用作许多不涉及实际战斗的竞争性活动的训练指南。

24 There are business books applying its lessons to "office politics" and corporate strategy. Many Japanese companies make the book required reading for their key executives. The book is also popular among Western business management, who have turned to it for inspiration and advice on how to succeed in competitive business situations.

有一些商业书籍将其道理应用于“办公室政治”和企业战略。许多日本公司将这本书列为关键管理人员的必读书目。这本书在西方企业管理中也很受欢迎，他们从中寻求灵感，并获得在竞争激烈的商业环境中取得成功的建议。

25 The Art of War has been the subject of various law books and legal articles on the trial process, including negotiation tactics and trial strategy.

《孙子兵法》一直是各种关于审判过程的法律书籍和法律文章的主题，包括谈判策略和审判战略。