

Unit 14
Reading B

Attack by Stratagem 《孙子兵法·谋攻》
Sun Tzu 孙子

1 Sun Tzu said: In the practical art of war, the best thing of all is to take the enemy's country whole and intact; to shatter and destroy it is not so good. So, too, it is better to recapture an army entire than to destroy it, to capture a regiment, a detachment or a company entire than to destroy them.

孙子说：在实际的战争艺术中，最好的情况是完整地夺取敌人的国家；将其粉碎和摧毁就没那么好了。同样，完整地夺回一支军队比摧毁它要好，完整地俘获一个团、一个支队或一个连队比摧毁它们要好。

2 Hence to fight and conquer in all your battles is not supreme excellence; supreme excellence consists in breaking the enemy's resistance without fighting.

所以，在所有战斗中战斗并取得胜利并非最高的卓越；最高的卓越在于不通过战斗就打破敌人的抵抗。

3 Thus the highest form of generalship is to balk the enemy's plans; the next best is to prevent the junction of the enemy's forces; the next in order is to attack the enemy's army in the field; and the worst policy of all is to besiege walled cities.

所以，最高明的军事策略是挫败敌人的计划；次一等的是阻止敌人的军队会合；再次一等的是在野外攻击敌人的军队；最下等的策略是包围有城墙的城市。

4 The rule is, not to besiege walled cities if it can possibly be avoided. The preparation of mantlets, movable shelters, and various implements of war, will take up three whole months; and the piling up of mounds over against the walls will take three months more.

原则是，如果可能的话，不要围攻有城墙的城市。准备盾牌、活动掩体和各种战争器具，将花费整整三个月的时间；而在城墙对面堆积土山又需要三个月的时间。

5 The general, unable to control his irritation, will launch his men to the assault like swarming ants, with the result that one-third of his men are slain, while the town still remains untaken. Such are the disastrous effects of a siege.

将领不能控制自己的恼怒，就会像蚂蚁一样驱使他的士兵去攻城，结果三分之一的士兵战死，而城池仍然没有被攻克。这就是围攻的灾难性后果。

6 Therefore the skillful leader subdues the enemy's troops without any fighting; he captures their cities without laying siege to them; he overthrows their kingdom without lengthy operations in the field.

所以，善于用兵的将领可以不通过战斗就使敌人的军队屈服；不进行围攻就夺取敌人的城池；不经过长期的作战就在战场上推翻敌人的国家。

7 With his forces intact he will dispute the mastery of the Empire, and thus, without losing a man,

his triumph will be complete. This is the method of attacking by stratagem.

保持自己的军队完整无损，他就可以争夺天下霸权。这样，不用损失一兵一卒，他的胜利就是完美的。这就是用谋略进攻的方法。

8 It is the rule in war, if our forces are ten to the enemy's one, to surround him; if five to one, to attack him; if twice as numerous, to divide our army into two.

在战争中，如果我方兵力是敌人的十倍，就包围敌人；如果是五倍，就进攻敌人；如果是两倍，就把我方军队分为两部分。

9 If equally matched, we can offer battle; if slightly inferior in numbers, we can avoid the enemy; if quite unequal in every way, we can flee from him.

如果兵力势均力敌，我们可以与敌人交战；如果兵力稍逊，我们可以避开敌人；如果在各方面都相差悬殊，我们可以逃离敌人。

10 Hence, though an obstinate fight may be made by a small force, in the end it must be captured by the larger force.

因此，即使一支小部队可以进行顽强抵抗，但最终它必定会被更大的部队所俘获。

11 Now the general is the bulwark of the State; if the bulwark is complete at all points; the State will be strong; if the bulwark is defective, the State will be weak.

现在，将领是国家的屏障。如果这个屏障在各方面都完备无缺，国家就会强大；如果这个屏障有缺陷，国家就会衰弱。

12 There are three ways in which a ruler can bring misfortune upon his army:

(1) By commanding the army to advance or to retreat, being ignorant of the fact that it cannot obey. This is called hobbling the army.

(2) By attempting to govern an army in the same way as he administers a kingdom, being ignorant of the conditions which obtain in an army. This causes restlessness in the soldiers' minds.

(3) By employing the officers of his army without discrimination, through ignorance of the military principle of adaptation to circumstances. This shakes the confidence of the soldiers.

君主可能给军队带来三种灾难：

（1）不知道军队不能前进而命令他们前进，不知道军队不能后退而命令他们后退。这叫做束缚军队。

（2）用治理国家的方式来治理军队，却不了解军队的实际情况。这会使士兵内心不安。

（3）不根据具体情况合理任用军官，由于不了解军事上因时制宜的原则。这会动摇士兵的信心。

13 But when the army is restless and distrustful, trouble is sure to come from the other feudal princes. This is simply bringing anarchy into the army, and flinging victory away.

但是当军队不安定且充满疑虑时，肯定会有来自其他诸侯的麻烦。这简直是给军队带来混乱，把胜利拱手相让。

14 Thus we may know that there are five essentials for victory:

(1) He will win who knows when to fight and when not to fight.

- (2) He will win who knows how to handle both superior and inferior forces.
- (3) He will win whose army is animated by the same spirit throughout all its ranks.
- (4) He will win who, prepared himself, waits to take the enemy unprepared.
- (5) He will win who has military capacity and is not interfered with by the sovereign.

因此我们可以知道有五个取得胜利的关键要素：

- (1) 知道什么时候该作战、什么时候不该作战的人会获胜。
- (2) 知道如何应对优势和劣势兵力的人会获胜。
- (3) 军队上下全体都被同一种精神激励的人会获胜。
- (4) 自己做好准备、等待敌人毫无准备时出击的人会获胜。
- (5) 有军事才能且不被君主干涉的人会获胜。

15 Hence the saying: If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle.

所以有这样的说法：如果你了解敌人又了解自己，那么你就不必担心一百场战斗的结果。如果你只了解自己而不了解敌人，那么每取得一次胜利，也会遭受一次失败。如果你既不了解敌人也不了解自己，那么你在每一场战斗中都会失败。