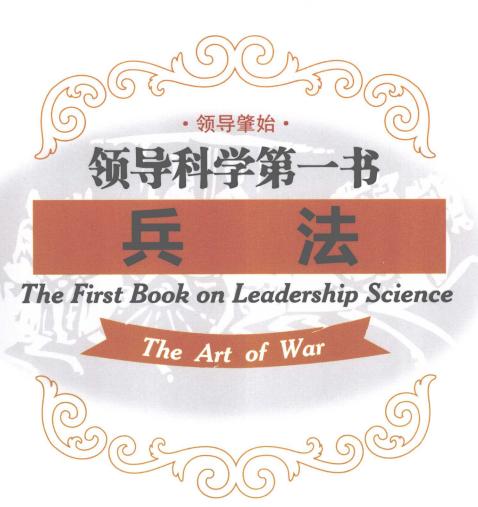
### 职能科学突破第一书系列

The First Book Series on the Breakthrough of the Function Science



[中] 孙子 ◎ 著
By Sun Tzu [China]





# 领导科学第一书

# 兵 法

The First Book on Leadership Science

The Art of War



[中] 孙子 ◎ 著 By Sun Tzu [China]



NLIC2970860268



#### 图书在版编目 (CIP) 数据

领导科学第一书: 兵法: 汉英对照/(中) 孙子著; 肖刚译

北京:中国经济出版社,2013.1

(职能科学突破从书)

ISBN 978 -7 -5136 -2153 -3

I. ①领⋯ II. ①孙⋯②肖⋯ III. ①兵法 – 中国 – 春秋时代 – 汉、英 IV. ①E892. 25 中国版本图书馆 CIP 数据核字 (2012) 第 283300 号

责任编辑 伏建全

责任审读 霍宏涛

责任印制 张江虹

封面设计 任燕飞设计工作室

出版发行 中国经济出版社

印刷者 北京市人民文学印刷厂

经 销 者 各地新华书店

开 本 787mm×1092mm 1/16

印 张 9.25

字 数 160 千字

版 次 2013年1月第1版

印 次 2013年1月第1次

书 号 978 - 7 - 5136 - 2153 - 3/C ⋅ 338

定 价 30.00元

中国经济出版社 网址 www. economyph. com 社址 北京市西城区百万庄北街 3 号 邮编 100037 本版图书如存在印装质量问题,请与本社发行中心联系调换(联系电话:010 - 68319116)

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国家版权局反盗版举报中心(举报电话: 12390)

服务热线: 010-68344225 88386794

### 孙 子 传①

司马迁

### 【原文】

孙子武者<sup>②</sup>,齐人也<sup>③</sup>。 以《兵法》见于吴王阖 庐④。阖庐曰:"子之十三 篇⑤,吾尽观之矣,可以小 试勒兵乎⑥?"对曰:"可。" 阖庐曰:"可试以妇人乎?" 曰:"可。"

于是许之,出宫中美女,得百八十人。孙子分为二队,以王之宠姬二人各为队长,皆令持载⑦。令之曰:"汝知而心与左右手、背乎®?"妇人曰:"知之。"孙

### 【译文】

孙子,名叫孙武,是齐国人。

孙子带着自己所著的《兵法》去 进见吴国国王阖庐。阖庐说:"您的 十三篇兵法,我全部看过了,可以小 规模地试一下操练队伍吗?"孙子回 答说:"可以。"阖庐说:"可以用妇女 来试一下吗?"孙子说:"可以。"

于是吴王许可,派出宫中的美女,共得一百八十人。孙子把她们分成两队,用吴王宠爱的妃子二人分别担任两队的队长,并命令全部手持武器。孙子下令说:"你知道你的心口、左手、右手和背心吗?"妇女

- ② 孙子武:孙子,名武。子,古代对男子的尊称。
- ③ 齐:西周姜姓封国,在今山东、河北一带。

- ⑤ 子:您。十三篇:指《孙子兵法》十三篇。
- ⑥ 小试:小规模地试演。勒兵:指挥军队。勒,约束,统率,操练。
- ⑦ 戟(jǐ 挤):古代兵器,在长柄的一端装有青铜或铁制成的枪尖,旁边附有月牙形锋刃。
  - ⑧ 汝:你。而:你的。

① 本文节选自《史记·孙子吴起列传》,是现存关于《孙子兵法》十三篇作者最早的记载。司马迁是我国古代伟大的史学家和文学家,西汉人,所著《史记》是我国第一部纪传体通史。

④ 吴:西周姬姓封国,在今江苏、安徽一带。阖(hé 盒)庐:即阖闾,春秋末年吴国的国君,公元前514一前496年在位。

孙 子兵法

2

子曰:"前,则视心;左,视 左手;右,视右手;后,即 视背。"妇人曰:"诺①。" 约束既布②,乃设鈇钺③, 即三令五申之。于是鼓 之右,妇人大笑。孙子 曰:"约束不明,申令不 熟,将之罪也。"复三令五 申而鼓之左,妇人复大 笑。孙子曰:"约束不明, 申令不熟,将之罪也;即 已明而不如法者,吏十之 罪也④。"乃欲斩左右队 长。吴王从台上观,见目 斩爱姬⑤,大骇,趣使使 下令曰6:"寡人已知将 军能用兵矣⑦。寡人非 此二姬,食不甘味,愿勿 斩也。"孙子曰:"臣既已 受命为将,将在军,君命 有所不受。"遂斩队长二

们回答说:"知道。"孙子说:"向前,就 看心口所对的方向;向左,就看左手方 向;向右,就看右手方向;向后,就看背 心所对的方向。"妇女们回答说:"是。" 纪律宣布之后,就摆好用来行刑的斧 钺,并三番五次地把纪律交代清楚。 于是击鼓命令向右,妇女们却哈哈大 笑起来。孙子说:"纪律不明确,交代 不清楚,都是将帅的罪讨。"又三番五 次地讲清纪律,然后击鼓命令向左,妇 女们又哈哈大笑起来。孙子说:"纪律 不明确,交代不清楚,这是将帅的罪 过;既然已经说明了而不执行命令,那 就是下级士官的罪过了。"于是要斩左 右两队的队长。吴王正在台上观看这 场操练,一看要斩杀自己的爱妃,大吃 一惊,便赶快派人传下命令说:"我已 经知道将军善于用兵了。我要是没有 这两个爱妃,吃饭都不香了,请不要斩 杀她们。"孙子说:"我既然已经被授权 为将军,在军队中,将军对国君的命令 有的可以不接受。"便下令斩了那两个 队长示众。

人以徇8。

<sup>1</sup> 诺:应诺,答应声。

<sup>2</sup> 约束:节制人们行动的约言,指纪律。布:公布,宣布。

<sup>(3)</sup> 鈇钺(fǔyuè 府阅):同"斧钺",古代军法用以杀人的斧子。

<sup>(4)</sup> 吏士:下级士官,指两个队长。

<sup>(5)</sup> 目:将要。

趣(cù促):急促,赶快。使使:派遣使者。 6

<sup>7</sup> 寡人:古代诸侯对下的自称。

徇(xùn 训):对众宣示,示众。

3

用其次为队长<sup>①</sup>,于 是复鼓之。妇人左右前 后跪起皆中规矩绳墨<sup>②</sup>, 无敢出声。于是孙子使 斯报王曰:"兵既整齐, 王可试下观之,唯王所 欲用之<sup>③</sup>,虽赴水火军, 也。"吴王曰:"将军军成 就舍<sup>④</sup>,寡人不愿下观。" 孙子曰:"王徒好其言<sup>⑤</sup>, 不能用其实。"

于是阖庐知孙子能 用兵,卒以为将<sup>⑥</sup>。西破 强楚<sup>⑦</sup>,入郢<sup>⑧</sup>,北威齐、 晋<sup>⑨</sup>,显名诸侯,孙子与 有力焉。 然后,依次选用各队中的第二名为 队长,于是重新击鼓发令。妇女们向左 向右向前向后跪下站起,所有的动作都 符合规定的要求,也没有人敢作声。于 是孙子派人报告吴王说:"队伍已经训 练得整整齐齐,国王可以下来看看,任 凭国王想怎样用就怎样用,即使赴汤蹈 火也是可以的。"吴王说:"将军结束训 练回馆舍休息去吧,我不想下来看了。" 孙子说:"看来国王只是爱好《兵法》的 词句,却不能在实际中运用它。"

从此阖庐知道孙子善于用兵,终于 用他为将军。向西击败了强大的楚国, 一度攻入郢,向北对齐国、晋国形成巨 大的威胁,吴王的名声在诸侯国中大为 显扬,孙子是出了力的。

① 用其次:依次选用第二人。

② 中(zhòng 众)恰好合上。规矩:校正圆形和方形的两种工具。绳墨:木匠画直线用的工具。规矩绳墨,指规则、纪律。

③ 唯:任凭,尽管。

④ 就舍:回馆舍去。

⑤ 徒:徒然,只是。好(hào 号):喜爱。

⑥ 卒:终于。

⑦ 楚:在今湖北、湖南一带。

⑧ 郢(yǐng 影):楚国的国都,在今湖北江陵县西北。公元前 506 年,吴国打败了楚国,一度攻入郢。

⑨ 威:威胁。晋:西周姬姓封国,在今山西一带。北威齐,指公元前 484 年吴国为了援救鲁国而攻打齐国,在艾陵大败齐军。北威晋,指公元前 482 年,吴、晋相会于黄池,争为长。

## 孙 子 传

司马迁

### The Story of Sun Tzu

Sima Qian

孙子,名叫孙武,是齐国人。

孙子带着自己所著的《兵法》去进见吴国国王阖庐。阖庐说:"您的十三篇兵法,我全部看过了,可以小规模地试一下操练队伍吗?"孙子回答说:"可以用妇女来试一下吗?"孙子说:"可以"

Sun Tzu, named Sun Wu, was a native of the Qi State.

One day he brought his book Art of War to He Lü, king of the State Wu. He Lü said to him, "I have carefully read the 13 chapters of your book. May I ask you to apply your theory in the training of soldiers on a small scale?" Sun Tzu replied, "Sure." He Lü asked, "Can the test be applied to women?" Sun Tzu, "Yes."

Therefore, with the king's permission, arrangements were made to select 180 beauties from the Palace. Sun Tzu divided them into two groups, and appointed two of the King's most favored concubines as the leader of each group. He then asked them to take up weapons, and gave order, "Do you know where your chests and backs, right hands and left hands are?" The women replied: "Yes, We do. "Sun Tzu went on, "When I say 'eyes front', you must look straight forward. When I say 'Turn left!', you must turn your eyes towards your left hand. When I say 'Turn right!', you must turn your eyes towards your right

向右,就看右手方向; 向后,就看背心所对 的方向。"妇女们回答 说:"是。"纪律宣布之 后,就摆好用来行刑 的斧钺,并三番五次 地把纪律交代清楚。 于是击鼓命令向右, 妇女们却哈哈大笑起 来。孙子说:"纪律不 明确,交代不清楚,都 是将帅的罪过。"又三 番五次地讲清纪律, 然后击鼓命令向左, 妇女们又哈哈大笑起 来。孙子说:"纪律不 明确,交代不清楚,这 是将帅的罪过;既然 已经说明了而不执行 命令,那就是下级士 官的罪过了。"于是要 斩左右两队的队长。 吴王正在台上观看这 场操练,一看要斩杀 自己的爱妃,大吃一 惊,便赶快派人传下 命令说:"我已经知道 将军善于用兵了。我 要是没有这两个爱 妃,吃饭都不香了,请 不要斩杀她们。"孙子 说:"我既然已经被授 权为将军,在军队中, 将军对国君的命令有 的可以不接受。"便下

hands. When I say 'About face!', you must turn around in the direction of your backs." Again the women said, "Yes." Having repeatedly explained the disciplines, Sun Tzu brought the battle-axe for punishment, and the drill began. Then, to the drum beats, he gave the order, "Turn right!" But the women only burst into laughter. Sun Tzu said, "If orders are not clearly announced or disciplines not fully understood, it is the general who is to blame." So he explained the disciplines again before starting a second drill. And this time he gave the order, "Turn left." However, the women burst into laughter again. Sun Tzu said, "If orders are not announced clear or disciplines not fully understood, the general is to blame. But if his orders are clear, and the soldiers nevertheless disobev. then it is the officers to admit their faults." Saying so, he ordered that the two group leaders be beheaded. The King was watching the drill from a raised platform, and seeing that his favorite concubines were about to be executed, he was greatly shocked and lost no time in sending the following message, "I am now quite satisfied to see your ability as a general to direct troops. But if I am bereft of these two concubines, I will lose a lot of fun, even cannot taste the flavor of meals. So, please forgive them." Sun Tzu replied, "Since I have been appointed the general of your army by Your Majesty,

令斩了那两个队长 示众。

然后,依次选 用各队中的第二名 为队长,于是重新 击鼓发令。妇女们 向左向右向前向后 跪下站起,所有的 动作都符合规定的 要求,也没有人敢 作声。于是孙子派 人报告吴王说:"队 伍已经训练得整整 齐齐,国王可以下 来看看,任凭国王 想怎样用就怎样 用,即使赴汤蹈火 也是可以的。"吴王 说:"将军结束训练 回馆舍休息去吧, 我不想下来看了。" 孙子说:"看来国王 只是爱好《兵法》的 词句,却不能在实 际中运用它。"

从此阖庐知道。 孙子善于用处为将军。 时用处为将军。 时用他为将军。 时上,一度攻入郢,一度攻入郢,一度攻入郢,一度攻入郢,一度攻入郢,形成巨大的威胁,吴王的名声在诸侯国中大为显扬,孙是出了力的。 I am empowered to disobey some of your commands." And so he ordered to have the two leaders beheaded.

Then he appointed the next two women as group leaders before beating up the drum again for the drill. And this time all the women went through the drill, turning to the right or to the left, marching on or coming back, kneeling or standing, with perfect accuracy and precision, no one daring to utter a word. Then Sun Tzu sent a messenger to report to the King, "The troop has been well disciplined, and ready for Your Majesty's inspection. They can be put into battles, and will never disobey even if Your Majesty would like them to go through the tests of fires and waters." But the King replied, "You, the general, may stop drilling and return to the camp to have a rest. I have no intention to go down and inspect my troops." Thereupon Sun Tzu said, "It seems the King is only fond of the words in the Art of War and cannot translate them into practice."

Since then, He Lü has got to know that Sun Tzu was at home in commanding the army, and finally appointed him the general of the army of the State Wu. He defeated the State Chu, a big power in the west, and once captured Ying, the capital of the Chu State and posed a great threat to the states of Qi and Jin in the north. And therefore, the King of the State Wu spread his fame and great influence amongst the states, to which Sun Tzu had made his due contribution.

# 《孙子》序①

曹操

### 【原文】

操闻上古有弧矢之利②,《论语》曰"足兵"③,《尚书》八政曰"师"④,《易》曰"师贞丈人吉"⑤,《诗》曰"王赫斯怒,爰整其旅"⑥,黄帝、汤、武咸用干戚以济世也⑦。《司马法》

### 【译文】

我听说远古的时候就有弓箭的利用,《论语》上说过治理国家需要"充足的兵力",《尚书》所说的八种政事中有一种就叫"军事",《易经》上说"出兵正义就会使主帅吉利",《诗经》上说"周王赫然大怒,于是整顿他的军队出战",轩辕黄帝、商汤王、周武

① 本文选自《曹操集》。三国时著名的政治家和军事家曹操,对《孙子兵法》十三篇作了整理和注释,本文便是他整理和注释时所写的序言。

② 弧矢:弓和箭。《易·系辞下》:"弦木为弧,剡木为矢。弧矢之利,威行天下。"剡(yǎn 眼),削。

③ 《论语》:儒家经典之一,记载了孔子及其部分弟子的言行,是孔子及其弟子的语录。足兵:兵力充足。《论语·颜渊》:"子贡问政,子曰:'足食,足兵,民信之矣'。"

④ 《尚书》:亦称《书经》,儒家经典之一,是我国古历史文件和部分追述古代事迹的 汇编,相传是孔子编选而成的。八政:古代的八种政事。《尚书·洪范》所记八政是:食(粮 食)、货(财货)、祀(祭祀)、司空(建筑)、司徒(民政)、司寇(刑法)、宾(外交)、师(军队)。

⑤ 《易》:亦称《易经》,儒家经典之一,是殷周时期占卦用的书。师贞丈人吉:出师正义,主帅就吉利。贞:同"正",正义。丈人:大人,也是对老人的尊称,这里指主帅。引文见《易•〈师〉卦辞》。

⑥ 《诗》:亦称《诗经》,儒家经典之一,是我国古代的诗歌总集。王赫斯怒,爰整其旅:引自《大雅•皇矣》。这首诗是西周统治者叙述其开国的历史,引用的这两句写密国出兵攻打阮国(周的属国),周文王勃然发怒,于是整顿军旅去伐密国。王:指周文王。赫(hè 贺):盛怒的样子。斯:而。爰(yuán 员):于是。

⑦ 黄帝: 名轩辕,传说中我国中原各族的共同祖先,他曾打败炎帝和蚩尤,被拥戴为部落联盟领袖。汤: 商朝开国的君主,是他伐桀,灭掉夏朝。武:周武王,是他伐纣,灭掉商朝,建立周朝。咸:都。干戚:盾牌和斧,古代兵器。济:救济。

曰①"人故杀人,杀之 可也"②。恃武者 灭③,恃文者亡,夫 差,偃王是也④。圣 人之用兵,戢而时 动⑤,不得已而用之。

王都使用过武力拯救社会。《司马法》说: "谁故意杀害别人,别人就可以把他杀掉。"只依靠武力的要灭亡,只依靠仁义的同样地要灭亡,吴王夫差和徐偃王就是这样的例子。有智慧的人用兵,平时作好准备,必要时才出动,在不得已的情况下才用兵作战。

我读过的兵书和战策很多,觉得孙武 所著的《兵法》论述深刻。孙子是齐国人, 名叫孙武,他为吴王阖闾作《兵法》十三 篇,吴王阖闾命他按照兵法试着操练妇 女,后来终于用他为将军,结果吴国向西 击败了强大的楚国,攻入楚国的国都郢, 向北对齐国、晋国形成巨大的威胁。一百 多年以后,齐国又出了个著名军事家孙 膑,是孙武的后代。

- ⑧ 卒:终于。
- ⑨ 郢(yǐng 影):楚国的国都,在今湖北江陵县西北。
- ⑩ 威:威胁。齐、晋是春秋时的两个大国,齐在今山东省一带,晋在今山西省一带。
- ① 孙膑(bīn 殡):战国时齐国人,著名的军事家,孙武的后代。他曾任齐威王的军师,设计先后大败魏军于桂陵和马陵。著有《孙膑兵法》。

① 《司马法》:古代兵书,相传是战国时齐威王命大夫整理而成,其中附有齐景公的名将大司马穰苴的兵法,定名为《司马穰苴兵法》。

② 人故杀人,杀之可也:有人故意杀害别人,别人就可以把他杀掉。这两句在现存的《司马法》中为:"是故杀人安人,杀之可也。"意思是说:所以为了安定民众而杀人, 这种杀人是允可的。

③ 恃(shì 侍):依靠。

④ 夫(fú扶)差:春秋末年吴国的国君,吴王阖闾之子。他曾经打败越国,攻破越都,释放越王勾践。后来,只凭武力争强斗胜,不修明政治,结果被越王勾践所灭。偃(yǎn 眼)王:徐偃王,周朝的诸侯,据说他好行仁义,不尚武力,结果被楚文王所灭。

⑤ 戢(jí集):收藏,这里指平时作好战争准备。

⑥ 阖闾(hélú 合驴):吴国的国君,名光。他用专诸刺杀吴王僚而自立。曾灭亡徐国,攻破楚国,一度占领楚国的国都。后来在与越王勾践作战中受伤而死。

⑦ 试之妇人:指吴国阖闾命孙武用他的兵法试着操练宫女。

审计重举①,明 画深图②,不可相 诬③。而但世人未之 深亮训说④,况文烦 富,行于世者失其旨 要⑤,故撰为略解 焉⑥。 《兵法》中表现了孙子周密地思考,慎 重地采取军事行动,谋划明确而深刻,这 是不容曲解的。但是,世人对《兵法》没有 作深入、透彻的解说,况且该书文字繁多, 在社会上流行的失去了原作的主要意旨, 所以我为它撰写了简略的解说。

① 审计:周密地思考。审:详尽,细密。重举:慎重地行动。

② 画:谋划,筹划。图:谋划。

③ 诬:诬蔑,这里指随意曲解。

④ 亮:明亮,透彻。训说:解释。

⑤ 旨要:主要意旨,精神实质。

⑥ 撰(zhuàn 赚):著述,编著。略解:简略的解说。

### 《孙子》序

曹操

### Preface to Sun Tzu

Cao Cao

我听说远古的 时候就有弓箭的利 用,《论语》上说过治 理国家需要"充足的 兵力",《尚书》所说 的八种政事中有一 种就叫"军事",《易 经》上说"出兵正义 就会使主帅吉利", 《诗经》上说"周王赫 然大怒,于是整顿他 的军队出战",轩辕 黄帝、商汤王、周武 王都使用过武力拯 救社会。《司马法》 说:"谁故意杀害别 人,别人就可以把他 杀掉。"只依靠武力 的要灭亡,只依靠仁 义的同样地要灭亡,

I have heard that the utilization of bow and arrow can be traced back to the ancient times. The Analects of Confucius has it that the governance of a country is based on "sufficient military strength". Shangshu (or The Collection of Ancient Texts) says that one of the eight politics is "military affairs". The Book of Changes records, "A general will have good luck in battle if his intention to launch a war is for justice". The Book of Songs writes that "the King of Zhou was outraged and made his troops ready for war." Huangdi, King Tang of the Shang Dynasty and King Wu of the Zhou Dynasty all resorted to arms to rescue the society. The Law of Sima also stipulates, "He who kills others purposely will be killed". Those who rely on arms and force alone are doomed to failure, and likewise those who depend solely

向右,就看右手方向; 向后,就看背心所对 的方向。"妇女们回答 说:"是。"纪律宣布之 后,就摆好用来行刑 的斧钺,并三番五次 地把纪律交代清楚。 于是击鼓命令向右, 妇女们却哈哈大笑起 来。孙子说:"纪律不 明确,交代不清楚,都 是将帅的罪讨。"又三 番五次地讲清纪律, 然后击鼓命令向左, 妇女们又哈哈大笑起 来。孙子说:"纪律不 明确,交代不清楚,这 是将帅的罪过;既然 已经说明了而不执行 命令,那就是下级士 官的罪过了。"于是要 斩左右两队的队长。 吴王正在台上观看这 场操练,一看要斩杀 自己的爱妃,大吃一 惊,便赶快派人传下 命令说:"我已经知道 将军善于用兵了。我 要是没有这两个爱 妃,吃饭都不香了,请 不要斩杀她们。"孙子 说:"我既然已经被授 权为将军,在军队中, 将军对国君的命令有 的可以不接受。"便下

hands. When I say 'About face!', you must turn around in the direction of your backs." Again the women said, "Yes." Having repeatedly explained the disciplines, Sun Tzu brought the battle-axe for punishment, and the drill began. Then, to the drum beats, he gave the order, "Turn right!" But the women only burst into laughter. Sun Tzu said, "If orders are not clearly announced or disciplines not fully understood, it is the general who is to blame." So he explained the disciplines again before starting a second drill. And this time he gave the order, "Turn left." However, the women burst into laughter again. Sun Tzu said, "If orders are not announced clear or disciplines not fully understood, the general is to blame. But if his orders are clear, and the soldiers nevertheless disobev. then it is the officers to admit their faults." Saying so, he ordered that the two group leaders be beheaded. The King was watching the drill from a raised platform, and seeing that his favorite concubines were about to be executed, he was greatly shocked and lost no time in sending the following message, "I am now quite satisfied to see your ability as a general to direct troops. But if I am bereft of these two concubines, I will lose a lot of fun, even cannot taste the flavor of meals. So, please forgive them." Sun Tzu replied, "Since I have been appointed the general of your army by Your Majesty,

令斩了那两个队长示众。

然后,依次诜 用各队中的第二名 为队长,于是重新 击鼓发令。妇女们 向左向右向前向后 跪下站起,所有的 动作都符合规定的 要求,也没有人敢 作声。于是孙子派 人报告吴王说:"队 伍已经训练得整整 齐齐,国王可以下 来看看,任凭国王 想怎样用就怎样 用,即使赴汤蹈火 也是可以的。"吴王 说:"将军结束训练 回馆舍休息去吧, 我不想下来看了。" 孙子说:"看来国王 只是爱好《兵法》的 词句,却不能在实 际中运用它。"

从此阖庐知道 孙子善于用他为将军。的 一度攻入野国、一度攻入野国、对方大大岛,一度攻入野国、平方,一度攻入野国、对方,一度,对方,一个大力。 一方,一方,一个大力。 一方,一个大力。 一方,一个大力。 一方,一个大力。 I am empowered to disobey some of your commands." And so he ordered to have the two leaders beheaded.

Then he appointed the next two women as group leaders before beating up the drum again for the drill. And this time all the women went through the drill, turning to the right or to the left, marching on or coming back, kneeling or standing, with perfect accuracy and precision, no one daring to utter a word. Then Sun Tzu sent a messenger to report to the King, "The troop has been well disciplined, and ready for Your Majesty's inspection. They can be put into battles, and will never disobey even if Your Majesty would like them to go through the tests of fires and waters." But the King replied, "You, the general, may stop drilling and return to the camp to have a rest. I have no intention to go down and inspect my troops." Thereupon Sun Tzu said, "It seems the King is only fond of the words in the Art of War and cannot translate them into practice."

Since then, He Lü has got to know that Sun Tzu was at home in commanding the army, and finally appointed him the general of the army of the State Wu. He defeated the State Chu, a big power in the west, and once captured Ying, the capital of the Chu State and posed a great threat to the states of Qi and Jin in the north. And therefore, the King of the State Wu spread his fame and great influence amongst the states, to which Sun Tzu had made his due contribution.

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领导科学第一书

孙子兵法