

A Summary Study
of
MODERN MILITARY
SCIENCE

Translation & Commentary

By

GEN. TAI CHIEN

中美合璧

兵學研究綱要

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第一章 參謀之職責

第一節 要旨——指揮官與其幕僚

(美國陸軍原則)

1. 指揮之責任：

- (a) 指揮官對其部隊作戰之成敗，應獨自向其上級負責，不能將其責任推卸於其幕僚或委之於所屬部隊長。
- (b) 凡高級者向所屬部隊下達一切命令，均係由上級部隊指揮官頒發與所屬部隊長。
- (c) 部隊指揮官為命令之執行簡捷及部隊間保持協同動作，可派參謀軍官與其他部隊之參謀軍官直接聯絡，俾明瞭所收到或發出命令之細節。如採用此種幕僚間聯絡時，其連絡方法以事先由有關之指揮官指定為佳。

2. 幕僚一般業務之涵義：

- (a) 部隊之幕僚係包括所有輔助指揮官實施指揮之人員。
- (b) 幕僚人員應獲取及供給指揮官所需要之情報，策劃其計劃細目，將其決心及計劃作成命令，並將此命令傳達於各部隊。凡指揮官需要採取行動或應知之事項應即摘要報告，且不斷研究情況，預為指揮官準備一切應付未來可能發生危機之計劃，於其職權範圍之內，監督計劃及命令之實施，並採取達成指揮官企圖之必要行動。

3. 參謀軍官之區分：

師或其以上高級司令部之幕僚可分為兩大部份：

- (a) 一般參謀部份，係以包括所有指揮業務之處科組成，由參謀軍官團之軍官任之，並以普通軍官輔助之。
- (b) 特科參謀部份，係包括指派配屬或暫隸於司令部工作而不屬於一般參謀部份之一切參謀軍官，其中有專門技術人員或特殊兵種部隊之指揮官。
- (c) 師以下之小單位，軍官常兼顧以上兩種幕僚工作，故通常不再區分一般參謀部份及特科參謀部份。

4. 編制：

幕僚機構之編制應依指揮官之職責而定，然指揮官之一般業務可概略分為下列四大項：

人事
軍事情報
作戰及訓練
補給及後送

此項指揮業務之四大部份在各級司令部，須由一首長調協之，此協同之首長在師及其以上之司令部即為參謀長（旅以下部隊為副主官），彼應直接對指揮官負責。

5. 合作：

幕僚機構之中，或幕僚相互間，及幕僚與部隊間須有密切之合作，故一般參謀與特科參謀間，及幕僚與部隊間，以及上級，下屬，隣接部隊幕僚間，均須有確實之合作，幕僚會議能召集有關所屬各單位指揮官，常能獲益。同時私人接觸更為一實際而有效之手段。

7. *scope* 範圍,領域. 8. *compose* 組成,撰著. 9. *specialist* 專家,專業.
10. *perform* 照顧,辦理. 11. *exist* 存在,生存. 12. *collaboration* 合作,合著.

6. Authority.

A staff officer as such has no authority to command. All policies, decisions, and plans whether originating¹³ with the commander or with the staff must be authorized by the commander before they are put into effect. When a staff officer by virtue of¹⁴ delegated authority issues an order in the name of the commander, responsibility remains with the commander even though he may not know of the order.

PART 2.—DUTIES OF GENERAL AND SPECIAL STAFF OFFICERS.

THE FOLLOWING PARAGRAPHS ARE A SUMMARY¹ OF THE U.S. ARMY STAFF OFFICERS' FIELD MANUAL 101-5 CONCERNING THE DUTIES OF THE GENERAL AND SPECIAL STAFF. IT IS INCLUDED HERE SO AS TO MAKE THIS INFORMATION AVAILABLE TO THE STUDENTS AT THIS SCHOOL. ADDITIONALLY THERE IS INCLUDED A LIST OF THE DUTIES OF THE CHINESE HEAD-QUARTERS STAFF FOR STUDENTS' REFERENCE.

1. Chief of Staff (executive in brigades and smaller units).

The chief of staff or executive is the principal assistant and adviser to the commander. He may transmit the decisions of the commander to appropriate² staff officers for preparation of necessary orders or transmit them in the form of orders to those who execute them. He is the principal co-ordinating agency³ of the command. He performs the following specific⁴ duties:—

1. Formulates⁵ and announces policies for the general operation of the staff.
2. Directs and co-ordinates the work of the general and special staff in respect⁶ to:—
 - (1) Activities of the sections within the general and special staff groups.
 - (2) Relations between the general and special staff groups.
 - (3) Relations between the general and special staff groups and the troops.
3. Keeps the commander informed of the enemy situation, the situation relative to adjacent and supporting units, and the situation of the command as to location, strength, morale, training, equipment, supply, evacuation, and general effectiveness.
4. Represents the commander during his temporary absence or when authorized to do so. (In certain small units the second in command is designated by Tables of Organization as executive, hence succeeds⁷ automatically to the command when the commander ceases⁸ to function).
5. Receives decisions from the commander and takes the following action:—
 - (1) Makes such additional decisions as may be directed by the commander and gives necessary instructions to the staff in furtherance⁹ of these decisions.
 - (2) Allots¹⁰ the detailed work of preparing plans and orders and when time permits co-ordinates the resulting drafts and submits¹¹ them to the commander for approval¹².
6. Takes steps to insure that all instructions published to the command are in accord¹³ with policies and plans of the commander.
7. By personal observation, and with the assistance of the general and special staff sections, sees that the orders and instructions of the commander are executed.
8. Makes a continuous study of the situation with a view to being prepared for future contingencies.
9. Assembles the routine staff section reports and after their approval by the commander forwards required copies to higher headquarters.

2. Personnel (G-1) Section.

1. The personnel section is charged with the formulation of policies and the supervision of the execution of administrative arrangements pertaining¹⁴ to personnel of the command as individuals, civilians under supervision or control of the command, and prisoners of war.

13. *originate* 授意, 創始. 14. *by virtue of* 被...以, 依...之力.
 1. *summary* 摘錄, 概述. 2. *appropriate* 適宜的, 正當的. 3. *agency* 機構, 動作.
 4. *specific* 特殊的, 特種的. 5. *formulate* 提示, 條舉. 6. *respect* 關係, 有關.

6. 權限：

所有幕僚人員均無權指揮，一切策略決心及計劃，無論其為主官授意或參謀起稿者，皆應由主官批准，始可付諸施行。當參謀人員被授權以主官名義下達命令時，則指揮官雖不知悉命令之內容，亦應對此命令負完全責任。

第二節 一般參謀與特科參謀之職責

本節各段係由美軍參謀手冊中摘錄，敘述一般參謀與特科參謀之職責，凡作戰人員訓練班研究人員需要之資料，概行編入，另附中國陸軍參謀職掌圖表以供參攷。

1. 參謀長（旅及其以下小部隊之副主官）

參謀長或副主官為該部隊指揮官之主要諮詢及輔助人員，彼將指揮官之決心傳達與適當之參謀，作必要命令之準備，或將其以命令方式傳達至應執行該項任務之部隊。彼為指揮之主要調度人員，其主要特殊之職責如下：

1. 提示並宣佈幕僚一般工作之方針。
2. 指導並調度下列有關一般參謀及特科參謀之工作：
 - (1) 一般參謀及特科參謀範圍內各處科之作業。
 - (2) 一般參謀與特科參謀之聯繫。
 - (3) 一般參謀與特科參謀及部隊間之聯繫。
3. 使指揮官經常明悉敵軍之情況，隣接部隊及增援部隊之有關情況；及關於位置、兵力、士氣、訓練、裝備、補給及後送等及其他關於一般與指揮官發生影響之情況。
4. 指揮官臨時缺席時，代理其職務或被授權代表指揮官發佈命令。（在小部隊中，其副指揮官在編制表中即為代理者，故遇指揮官不能執行業務時，彼即自動繼續負責指揮。）
5. 秉承指揮官之決心，作下列處置：
 - (1) 根據指揮官之指示作更具體之決定，並為促成此項決定對各參謀加以必要之指導。
 - (2) 分派各種準備計劃與命令之細部工作，如時間許可，則各集合各種圖表，提呈指揮官審核。
6. 逐步查核各種頒佈之訓令是否與指揮官之方針與計劃一致。
7. 根據個人之觀察與一般參謀及特科參謀輔助之下，考察指揮官頒佈之各項命令與訓示，是否業已實施。
8. 將情況連續研究，俾得一全貌，作將來變遷時之各項準備。
9. 收集參謀各處之各項例行報告，經指揮官核准後抄呈高級司令部備案。

2. 人事處 (G-1)：

1. 人事處負責關於人事處理業務方針之決定，與實施之督察，如管轄民衆以及俘虜等。

7. *succeed* 繼承, 成功. 8. *cease* 終止, 停止. 9. *furtherance* 促成.
 10. *allot* 分派, 給予. 11. *submit* 提出, 提呈, 降服. 12. *approval* 審定, 贊成.
 13. *accord* 一致. 14. *pertain* 關於, 屬於.

2. In divisions in which there is no provision¹⁵ for a G-1 section, the supervision of activities listed below will be assigned to the G-4 section, or as may be directed by the division commander.

3. The specific duties of the personnel section may include the planning for and supervision of activities concerning:—

- (1) Procurement¹⁶, classification, reclassification, assignment, pay, promotion, transfer¹⁷, retirement¹⁸ and discharge of all personnel. (Co-ordination with G-3 in assignment and transfer of personnel.)
- (2) Replacement of personnel. (Co-ordination with G-3 for priorities¹⁹.)
- (3) Decoration²⁰, citations, honors, and awards.
- (4) Leaves of absence and furloughs²¹.
- (5) Rewards and punishment.
- (6) Internal arrangement of headquarters. (Co-ordination with G-4 for construction.)
- (7) Religious²², recreational²³, and welfare work; supervision of military and non-military agencies devoted²⁴ to such work. (Co-ordination with G-3 for allotment of time for recreational and morale work.)
- (8) Army postal service. (Co-ordination with G-4 for movement; G-2 for censorship²⁵.)
- (9) Strength reports and graphs, casualty reports, prisoner of war reports, station lists, and other personnel statistics²⁶.
- (10) General regulations and routine administration which especially concern individuals, or routine administration not specifically assigned to another general staff section.
- (11) Furnishing the commander advice on morale.
- (12) Collection and disposition of stragglers.
- (13) Collection and disposition of prisoners of war. (Co-ordination with G-2 for identifications and questioning; G-4 for transportation and for location and construction of prisoner of war enclosure.)
- (14) Recommendations as to provisions for shelter²⁷ for the command and administration of quartering areas. (Co-ordination with G-3 for location of areas; G-4 for construction.)
- (15) Sanitation. (Co-ordination with G-4.)
- (16) Relations with civil government and civilians in the theater of operations, including initial establishment and operation of military government or martial law. (Co-ordination with G-4 for transportation for civilians to be evacuated and feeding of civilians; G-3 for evacuation of civilians as it affects operations; G-2 for censorship.)
- (17) Maintenance of law and order within the command.
- (18) Graves registration service, including burials²⁸. (Co-ordination with G-4 on acquisition²⁹ of cemeteries³⁰.)
- (19) Supervision of matters concerning members of our forces who are prisoners in enemy hands.
- (20) Preparation of such parts of administrative plans and orders as relate to activities under the supervision of the personnel section. (Co-ordination with G-4.)

3. Military Intelligence (G-2) Section.

I. The military intelligence section is charged with the planning and preparation of orders and to some extent³¹ with operations pertaining to the collection, evaluation, interpretation, and distribution of information of the enemy and with counter-intelligence activities. Its primary³² function is to keep the commander and all others concerned informed regarding the enemy's situation and capabilities.

15. *provi'sion* 預備, 準備. 16. *procure'ment* 選獲, 引起. 17. *transfer'* 調遷, 搬運.
 18. *retire'ment* 退役, 退隱. 19. *prio'riti* 優先, 先後次序. 20. *decora'tion* 勳章, 飾物.
 21. *furl'ough* 准假, 給假. 22. *rel'i'gious* 關於宗教的, 虔敬的. 23. *rec'reational* 娛樂, 消遣.

2. 師部中未設人事處(G-1)者，下表所列各項業務由後勤處(G-4)代辦，或由該師長直接管理。

3. 人事處之特殊任務，包括下列各項有關工作之計劃及監督。

- (1) 所有人員之選取、甄別、重編、分派工作、開發薪餉、晉級、調遷、退休與開除等事宜。(關於分派工作與調遷應與作訓處(G-3)取得連絡。)
- (2) 補充人員。(與作訓處(G-3)取得聯絡決定先後次序。)
- (3) 頒授勳章、嘉獎、榮譽與犒勞。
- (4) 離職與准假之許可。
- (5) 獎勵與懲罰。
- (6) 司令部內部之佈置。(關於建築方面與後勤處(G-4)取聯絡。)
- (7) 宗教、娛樂及福利事業，並督導致力於上項工作之民營與部隊自辦之機關團體。(與作訓處(G-3)取得聯絡配當時間作娛樂及鼓勵士氣之活動。)
- (8) 軍郵之設立。(與後勤處(G-4)取得聯絡，以便運送；與情報處取得聯絡，以便檢查。)
- (9) 兵力統計與圖表，死傷紀錄，俘虜報告，部隊駐地圖表以及其他人事方面之統計。
- (10) 一般常務，并特殊有關個人之例行公務或不屬其他一般參謀各處之例行公務。
- (11) 供給指揮官關於振作士氣之建議。
- (12) 落伍官兵之收容與處理。
- (13) 俘虜之集中與處理(與情報處(G-2)取得聯絡以便識別及審問；與後勤處(G-4)取得聯絡，以便運輸安置并建造俘虜營。)
- (14) 對指揮所掩蔽部之設置及宿營地之管理事宜，提供意見(與作訓處(G-3)取得連絡決定地點；與後勤處(G-4)聯絡以便建築。)
- (15) 衛生設備。(與後勤處(G-4)聯絡。)
- (16) 與戰區之地方政府及民衆聯繫，凡設立軍政府，頒佈戒嚴令及其執行均屬之。(與後勤處(G-4)聯絡，協同關於運輸平民撤退及給養；與作訓處(G-3)聯絡商洽影響作戰之平民撤離辦法；與情報處(G-2)聯絡以便檢查。)
- (17) 維持所屬部隊中之法令與軍紀。
- (18) 墓地登記，包括埋葬事宜。(與後勤處(G-4)聯絡以便取得墓地。)
- (19) 掌管我方被敵俘虜員兵之一切事務。
- (20) 準備關於各種屬於人事處權責範圍內業務計劃及命令之一部份。(與後勤處(G-4)取得聯絡。)

3. 情報處 (G-2)

I. 情報處負責命令之草擬并同時極力搜集、判斷、闡明、分配敵方各項情報，更作各種反情報之活動。本處最重要之工作在於經常使指揮官及其他有關人員深悉敵方之情況與能力。

24. *dévoté* 致力, 貢獻. 25. *censorship* 檢查, 監察. 26. *statistics* 統計, 統計表.
 27. *shelter* 掩蔽, 保護. 28. *burial* 埋葬. 29. *acquisition* 獲得.
 30. *cemetery* 墓地. 31. *extent* 極力, 程度. 32. *primary* 主要的, 最初的.

II. The specific duties of the military intelligence section may include:—

1. Intelligence:

- (1) Planning and preparation of orders for and supervision of activities concerning the collection, by subordinate units, of information of the enemy and of the terrain not under our control and of weather conditions affecting operations over enemy territory³³ and for the employment of aviation, the location, construction, vulnerability³⁴, and defenses of air objectives. (Co-ordination with G-1 for prisoner of war matters; G-3 for use of combat troops for intelligence missions; G-4 for examination of captured material.)
- (2) Collection, by personnel of the section, of information bearing on enemy capabilities or terrain not under our control. (Co-ordination with G-1 for prisoners of war and captured documents; G-3 for location of observation posts; G-4 for examination of captured material.)
- (3) Maintenance of contact and exchange of information with intelligence sections of subordinate, higher, and neighboring units.
- (4) Maintenance of contact with other intelligence agencies of the Government and duly accredited³⁵ foreign attaches and missions. (Ordinarily³⁶ only in headquarters of theater of operations.)
- (5) Supervision of the solution of the enemy's secret communications. (Ordinarily only in headquarters of field army and higher units.)
- (6) Supervision of the collection of information of the enemy by radio position finding and intercept³⁷ methods.
- (7) Supervision of the collection of information of the enemy by secret agents. (Ordinarily only in headquarters of theater of operation.)
- (8) Evaluation and interpretation of information obtained to determine its probable³⁸ accuracy³⁹, significance⁴⁰, and importance, and based thereon the estimation of the enemy's capabilities. (Co-ordination with all staff sections.)
- (9) As it influences a commander's decision for the employment of aviation, the evaluation and interpretation of information regarding the relative importance and vulnerability of those enemy activities and objectives susceptible⁴¹ of air attack.
- (10) Distribution of military intelligence to the commander, interested sections, and when appropriate to higher, subordinate, and neighboring units.
- (11) Determination of the need for military maps and surveys, recommendations as to the general character of such maps as are to be produced; supervision of map reproduction and distribution. (Co-ordination with all staff sections.)
- (12) Co-ordination of requests for aerial photographs and in some echelons, determination of their distribution.
- (13) Planning for and supervision of combat intelligence training within the unit. (Co-ordination with G-3.)

2. Counter-intelligence and Counter-propaganda.—The planning and preparation of orders for and supervision of activities concerning—

- (1) Regulation of measures, other than tactical, to preserve secrecy. (Co-ordination with G-1 for military police matters and those relating to civilians.)
- (2) Regulation of the activities of newspaper correspondents⁴², photographers, broadcasters, visitors, and other civilians accompanying or serving with troops. (Co-ordination with G-3 for activities to be disclosed.)
- (3) Regulation of dissemination⁴³ of information to the public. (Co-ordination with G-3 for scope of subject matter; G-1 for morale matters.)
- (4) Censorship. (Co-ordination with G-1 for postal matters.)
- (5) Dissemination of false information to the enemy. (Ordinarily only in headquarters of theater of operations.)

33. *territory* 領土, 領域. 34. *vulnerability* 弱點, 可傷害的.
 35. *accredited* 可信任的, 可接納的. 36. *ordinary* 通常的, 照例的.
 37. *intercept* 截取, 遮斷, 攔阻. 38. *probable* 可能性, 或然的, 似真的.

II. 情報處之特殊任務如下：

1. 情報：

- (1) 有關情報活動命令之準備、草擬、及督察。如蒐集各部隊所得敵情，敵控制區地形之報告，各種敵地區內影響作戰之氣象情報，空軍使用，及空軍目標之方位，建築物弱點及其防空之設備（與人事處(G-1)聯絡以便由俘虜方面獲悉；與作訓處(G-3)聯絡以便使用戰鬥部隊擔任情報任務；與後勤處(G-4)聯絡以便檢驗俘獲之器材。)
- (2) 全處人員均注意關於敵人之能力或管轄區以外之地形情報（與人事處(G-1)聯絡以便由俘虜及俘獲之文件中探得敵情；與作訓處(G-3)聯絡藉悉觀察所位置與後勤處(G-4)聯絡以便檢驗俘獲之器材。)
- (3) 與下屬部隊上級部隊及隣接部隊之情報處保持聯絡並相互交換情報。
- (4) 與政府所辦之其他各種情報機關及適宜可靠之外國武官與代表團保持接觸。（普通僅由戰區司令部行之。）
- (5) 督導對敵秘密通信之截取。（普通僅在集團軍或以上之司令部內行之。）
- (6) 設法以無線電搜尋方位，並用無線電截取方法收集敵方各項情報。
- (7) 設法用間諜收集敵方各項情報。（普通僅在戰區司令部內。）
- (8) 判斷並闡明所得之情報，決定其可能性、正確性與重要性，然後據此估計敵之能力。（與各處參謀取得聯絡。）
- (9) 凡敵方各種重要活動與攻擊之可能性及可能之空襲目標等情報，其足以影響指揮官使用空軍之決定者，均須加以判斷與闡明。
- (10) 將各項情報分發予指揮官及有關各處并適宜分送上級下屬及隣接部隊。
- (11) 決定需要之軍用地圖并無測量之必要，如印製時可提供此種地圖之一般性質，并監督地圖之重製與分配。（與參謀各處取得聯絡。）
- (12) 與空軍取得聯絡以便要求空中照相。在若干部隊中可決定其分配事宜。
- (13) 計劃並督察部隊內戰鬥情報之訓練。（與作訓處(G-3)取得聯絡。）

2. 反情報與反宣傳——關於下列事項頒發命令時之計劃準備及監督。

- (1) 除戰術手段外應調整工作方法以保持秘密。（與人事處(G-1)聯絡以便與憲兵及平民聯絡員或政治指導員接洽。）
- (2) 規定新聞記者，攝影記者，廣播員，訪者以及其他隨同或服務於軍隊之人員等活動範圍。（與作訓處(G-3)聯絡以便規定公開範圍。）
- (3) 規定公開發佈消息之規則。（與作訓處(G-3)聯絡以規定發佈之範圍；與人事處(G-1)聯絡顧及士氣之影響。）
- (4) 檢查。（與人事處(G-1)聯絡以便檢查郵件。）
- (5) 向敵人散佈虛偽情報。（普通僅由戰區司令部行之。）

39. *accuracy* 正確, 準確. 40. *significance* 重要, 有意義.
 41. *susceptible* 可能的, 可證明的. 42. *correspondent* 新聞記者, 通信員.
 43. *dissemination* 發佈, 傳播.

- (6) Supervision of the preparation and use of codes and ciphers⁴⁴.
- (7) Reception of visitors at all headquarters unless this function is delegated to the headquarters commandant or aides.
- (8) Supervision of escorting⁴⁵ of visitors.
- (9) Supervision of the collection and disposition of enemy documentary propaganda.
- (10) Obstruction of enemy propaganda radio broadcasts to our troops. (Ordinarily only in headquarters of theater of operations.)
- (11) Preparation of measures to refute enemy propaganda among the troops or the civil population of the theater of operations. (Ordinarily only in headquarters of theater of operations.)

3. The organization of the military intelligence section in each unit varies with the personnel available and the work to be accomplished. In corps and higher units separate⁴⁶ subsections pertaining to administration, intelligence, and counter-intelligence may be organized.

4. Operation and Training (G-3) Section.

I. The operations and training section is charged with those functions of the staff which relate to organization, training, and combat operations. It is responsible for tactical and training inspections, as directed by the commander.

II. The specific duties of the operations and training section may include:—

1. Preparation and co-ordination of plans for and supervision of—
 - (1) Mobilization of the command.
 - (2) Organization and equipment of units. (Co-ordination with G-4 for allocation⁴⁷ of equipment.)
2. Preparation and co-ordination of plans for and supervision of training of units and individuals, including—
 - (1) Preparation of training directives⁴⁸, programs, and orders. (Co-ordination with G-2 for combat intelligence training.)
 - (2) Selection of training sites⁴⁹ and firing and bombing ranges. (Co-ordination with G-4 on preparation of sites and ranges.)
 - (3) Organization and conduct of schools.
3. Operations, to include, in general: tactical and strategical studies and estimates; plans and orders based thereon; supervision of combat operations and future planning. Specific duties relative to operations may include—
 - (1) Continuous study of the tactical situation, as affected by—
 - The enemy situation. (Co-ordination with G-2.)
 - Instructions from higher units.
 - Actions of adjacent or supporting units.
 - Location, morale, and capabilities of the troops. (Co-ordination with G-1 for morale matters.)
 - Needs for replacements and reinforcements. (Co-ordination with G-1 for replacements.)
 - Terrain and weather conditions. (Co-ordination with G-2.)
 - Status⁵⁰ of equipment and supplies. (Co-ordination with G-4 for priorities of replacement of materiel and allocation of supplies.)
 - (2) Preparation of estimates, reports, and recommendations based on the tactical situation.
 - (3) Preparation of plans for and supervision of activities concerning—
 - Reconnaissance and security measures. (Co-ordination with G-2 for intelligence missions of combat troops.)
 - Troop movements. (Co-ordination with G-4 for movements requiring transportation in addition to organic⁵¹ transportation and for routes.)
 - Tactical employment of units. (Co-ordination with G-4 for influence of supply and evacuation on operations; G-2 for capabilities of enemy; G-1 on morale of troops.)

44. *cipher* 密碼. 45. *escort* 護送, 警衛. 46. *separate* 單獨的, 分離的.
 47. *allocation* 分配, 散發. 48. *directive* 指導的.