



THE ART OF WAR

SUN TZU

10. To lift an autumn hair is no sign of great strength; to see the sun and moon is no sign of sharp sight; to hear the noise of thunder is no sign of a quick ear.
11. What the ancients called a clever fighter is one who not only wins, but excels in winning with ease.
12. Hence his victories bring him neither reputation for wisdom nor credit for courage.
13. He wins his battles by making no mistakes. Making no mistakes is what establishes the certainty of victory, for it means conquering an enemy that is already defeated.

18. If asked how to cope with a great host of the enemy in orderly array and on the point of marching to the attack, I should say: "Begin still.
17. When it was to their advantage, they made a forward move; when otherwise, they stopped still.
16. When the enemy's men were routed, they managed to keep them in disorder.
15. Those who were called skilled leaders of old knew how to draw the enemy between his army's front and rear, to bring about cooperation between his large and small divisions; to hinder the good troops from rescuing the bad, the officers from rallying their men.
14. On hemmed-in ground, resort to stratagem. On desperate ground, fight.
13. On serious ground, gather in plunder. In difficult ground, keep steadily on the march.
12. On open ground, do not try to block the enemy's way. On the ground of intersecting highways, join hands with your allies.
11. On dispersive ground, therefore, fight not. On facile ground, halt not. On contentious ground, attack not.

14. Hence the skillful fighter puts himself into a position which makes defeat impossible, and does not miss the moment for defeating the enemy.
15. Thus it is that in war the victorious strategist only seeks battle after the victory has been won, whereas he who is destined to defeat first fights and afterwards looks for victory.
16. The consummate leader cultivates the moral law, and strictly adheres to method and discipline; thus it is in his power to control success.
17. In respect of military method, we have, firstly, Measurement; secondly, Estimation of quantity; thirdly, Calculation; fourthly, Balancing of chances; fifthly, Victory.
18. Measurement owes its existence to Earth; Estimation of quantity to Measurement; Calculation to Estimation of quantity; Balancing of chances to Calculation; and Victory to Balancing of chances.
19. A victorious army opposed to a routed one, is as a pound's weight placed in the scale against a single grain.

4. Ground which is open to either side, and in which the army is at liberty of movement, is open ground.
6. Ground which forms the key to three contentious states, so that he who occupies it first has most of the Empire at his command, is a ground of intersecting highways.
7. When an army has penetrated into the heart of a hostile country, leaving a number of fortified cities in its rear, it is serious ground.
8. Mountain forests, rugged slopes, marshes and fens-all country that is hard to traverse: this is difficult ground.
9. Ground which is reached through narrow gorges, from which we can only retire by tortuous paths, so that a small number of the enemy would suffice to crush a large body of our men: this is hemmed in ground.
10. Ground on which we can only be saved from destruction by fighting without delay, is desperate ground.

- attacking an army drawn up in calm and confident array;-this is the art of studying circumstances.
33. It is a military axiom not to advance uphill against the enemy, nor to oppose him when he comes downhill.
 34. Do not pursue an enemy who simulates flight; do not attack soldiers whose temper is keen.
 35. Do not swallow bait offered by the enemy. Do not interfere with an army that is returning home.
 36. When you surround an army, leave an outlet free. Do not press a desperate foe too hard.
 37. Such is the art of warfare.

- ## VIII Variation in Tactics
1. Sun Tzu said: In war, the general receives his commands from the sovereign, collects his army and concentrates his forces
 2. When in difficult country, do not encamp. In country where high roads intersect, join hands with your allies. Do not linger in dangerously isolated positions. In hemmed-in situations, you must resort to stratagem. In desperate position, you must fight.
 3. There are roads which must not be followed, armies which must be not attacked, towns which must not be besieged, positions which must not be contested, commands of the sovereign which must not be obeyed.
 4. The general who thoroughly understands the advantages that accompany variation of tactics knows how to handle his troops.

<div><div><div>VIII Variation in Tactics</div><div>The Art of War, 42</div></div><div><div>5. The general who does not understand these, may of small account be with the configuration of the country, yet he will not be able to turn his knowledge to practical account.</div><div>6. So, the student of war who is unversed in the art of war of varying his plans, even though he be acquainted with the Five Advantages, will fail to make the best use of his men.</div><div>7. Hence in the wise leader's plans, considerations of advantage and of disadvantage will be blended together.</div><div>8. If our expectation of advantage be tempered in this way, we may succeed in accomplishing the essential part of our schemes.</div><div>9. If, on the other hand, in the midst of difficulties we are always ready to seize an advantage, we may extricate ourselves from misfortune.</div><div>10. Reduce the hostile chiefs by inflicting damage on them; and make trouble for them, and keep them constantly engaged, hold out specious allures, and make them rush to any given point.</div><div>11. The art of war teaches us to rely not on the likelihood of the enemy's not coming, but</div></div></div>	<div><div>22. Of old, the rise of the Yin dynasty was due to I Chih who had served under the Hsia. Likewise, the rise of the Chou dynasty was due to Lu Ya who had served under the Yin.</div><div>23. Hence it is only the enlightened ruler and the wise general who will use the highest intelligence of the army for purposes of spying and thereby they achieve great results. Spies are a most important element in water, because on them depends an army's ability to move.</div></div>	<div><div><div>VII Manoeuvring</div><div>The Art of War, 39</div></div><div><div>26. day, of flags and banners, as a means of influencing the ears and eyes of your army.</div><div>27. A whole army may be robbed of its spirit; a commander-in-chief may be robbed of his presence of mind.</div><div>28. Now a soldier's spirit is keenest in the morning; by noonday it has begun to flag; and in the evening, his mind is bent only on returning to camp.</div><div>29. A clever general, therefore, avoids an army when its spirit is keen, but attacks it when it is sluggish and inclined to return. This is the art of studying moods.</div><div>30. Disciplined and calm, to await the appearance of disorder and hubbub amongst the enemy--this is the art of retaining self-possession.</div><div>31. To be near the goal while the enemy is still far from it, to wait at ease while the enemy is toiling and struggling, to be well-fed while the enemy is famished--this is the art of husbanding one's strength.</div><div>32. To refrain from intercepting an enemy whose banners are in perfect order, to refrain from</div></div></div>	<div><div><div>IV Tactical Dispositions</div><div>The Art of War, 22</div></div><div><div>20. The grasp of a conquering force is like the bursting of dense, watery steam into a thousand fathoms deep.</div></div></div> <div><div><div>XI</div><div>The Nine Situations</div></div><div><div>1. Sun Tzu said: The art of war recognizes nine varieties of ground:</div><div>a) Dispersive ground;</div><div>b) facile ground;</div><div>c) contentious ground;</div><div>d) open ground;</div><div>e) ground of intersecting highways;</div><div>f) serious ground;</div><div>g) difficult ground;</div><div>h) hemmed-in ground;</div><div>i) desperate ground.</div></div><div><div>2. When a chieftain is fighting in his own territory, it is dispersive ground.</div><div>3. When he has penetrated into hostile territory, but to no great distance, it is facile ground.</div></div></div>	<div><div><div>XIII The Use of Spies</div><div>The Art of War, 79</div></div><div><div>23. It is owing to his information, again, that we can cause the doomed spy to carry false tidings to the enemy.</div><div>24. Lastly, it is by his information that the surviving spy can be used on appointed occasions.</div><div>25. The end and aim of spying in all its five varieties is knowledge of the enemy; and this knowledge can only be derived, in the first instance, from the converted spy. Hence it is essential that the converted spy be treated with the utmost liberality.</div><div>26. Of old, the rise of the Yin dynasty was due to I Chih who had served under the Hsia. Likewise, the rise of the Chou dynasty was due to Lu Ya who had served under the Yin.</div><div>27. Hence it is only the enlightened ruler and the wise general who will use the highest intelligence of the army for purposes of spying and thereby they achieve great results. Spies are a most important element in water, because on them depends an army's ability to move.</div></div></div>	<div><div><div>2. War, 2</div><div>The Art of War</div></div></div>	<div><div><div>IV</div><div>Tactical Dispositions</div></div><div><div>1. Sun Tzu said: The good fighters of old first put themselves beyond the possibility of defeat, and then waited for opportunity of defeating the enemy.</div><div>2. To secure ourselves against defeat lies in our own hands, but the opportunity of defeating the enemy is provided by the enemy himself.</div><div>3. Thus the good fighter is able to secure himself against defeat, but cannot make certain of defeating the enemy.</div><div>4. Hence the saying: One may know how to conquer without being able to do it.</div><div>5. Security against defeat implies defensive tactics; ability to defeat the enemy means taking the offensive.</div><div>6. Standing on the defensive indicates insufficient strength; attacking, a superabundance of strength.</div></div></div>	<div><div><div>XI The Nine Situations</div><div>The Art of War, 61</div></div><div><div>20. The following are the principles to be observed by an invading force: The further you penetrate into a country, the greater will be the solidarity of your troops, and thus the defenders will not prevail against you.</div><div>21. Make forays in fertile country in order to supply your army with food.</div><div>22. Carefully study the well-being of your men, and do not overtax them. Concentrate your energy and board your strength. Keep your army continually on the move and devise unfathomable plans.</div><div>23. Throw your soldiers into positions whence there is no escape, and they will prefer death to flight. If they will face death, there is nothing they may not achieve. Officers and men alike will put forth their utmost strength.</div></div></div>
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<p>43. <i>WMA: THE ART OF WAR</i> <i>The Art of War: 78</i></p> <p><i>XIII The Use of Spies</i></p> <p>17. Without subtle ingenuity of mind, one cannot make certain of the truth of their reports.</p> <p>18. Be subtle, be subtle, and use your spies for every kind of business.</p> <p>19. If a secret place of news is divulged by a spy before the time is ripe, he must be put to death together with the man to whom the secret was told.</p> <p>20. Whether the object be to crush an army, to storm a city, or to assassinate an individual, it is always necessary to begin by finding out the names of the attendants, the aides-de-camp, and door-keepers and sentries of the general in command. Our spies must be commissioned to ascertain these.</p> <p>21. The enemy's spies who have come to spy on us must be sought out, tempted with bribes, led away and comfortably housed. Thus they will become converted spies and available for our service.</p> <p>22. It is through the information brought by the converted spy that we are able to acquire and employ local and inward spies.</p>	<p>43. <i>THE ART OF WAR</i> <i>Variation in Tactics</i></p> <p><i>XIII Variation in Tactics</i></p> <p>on our own readiness to receive it, and on the chance of his not attacking on the day that we have made our position unassailable.</p> <p>12. There are five dangerous faults which may affect a general:</p> <ol style="list-style-type: none"> a) Recklessness, which leads to destruction; b) cowardice, which leads to capture; c) a hasty temper, which can be provoked by insults; d) a delicacy of honor which is sensitive to shame; e) over-solicitude for his men, which exposes him to worry and trouble. <p>13. These are the five besetting sins of a general, ruinous to the conduct of war.</p> <p>14. When an army is overthrown and its leader slain, the cause will surely be found among these five dangerous faults. Let them be a subject of meditation.</p>
<p>86. <i>THE ART OF WAR</i> <i>Engineering</i></p> <p><i>XIII Engineering</i></p> <p>20. When you capture new territory, cut it up into allotments for the benefit of the soldiery.</p> <p>12. Ponder and deliberate before you make a move.</p> <p>22. He will conquer who has learnt the artifice of deviation. Stud is the art of maneuvering.</p> <p>23. The Book of Army Management says: On the field of battle, the spoken word does not carry far enough: hence the institution of gongs and drums. Nor can ordinary objects be seen clearly enough: hence the institution of banners and flags.</p> <p>24. Gongs and drums, banners and flags, are means whereby the ears and eyes of the host may be focused on one particular point.</p> <p>25. The host thus forming a single united body, it is impossible either for the brave to advance alone, or for the cowardly to retreat alone. This is the art of handling large masses of men.</p> <p>26. In night-fighting, then, make much use of signal-fires and drums, and in fighting by</p>	<p><i>THE ART OF WAR</i> <i>THE WORLD</i></p> <p><i>THE OLDEST ART OF WAR</i></p> <p>Translated from the Chinese By LIONEL GILES, M.A. (1910)</p> <p>[This is the basic text of Sun Tzu on the Art of War. It was extracted from Mr. Giles' complete work as titled above. The commentary itself, which, of course includes his work on the subject. Within it, it has been released as Project Gutenberg document number 182.]</p> <p>The original ASCII document and all associated files of various formats can be found in: http://www.gutenberg.org/files/1/3/132</p>

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<p>86. <i>THE ART OF WAR</i> <i>Terrain</i></p> <p><i>XI The Nine Situations</i></p> <p>24. Soldiers when in desperate straits lose the sense of fear. If they are on a plain of perfect level, they will stand firm. If they are in host country, they will show a stubborn front. If there is no help for it, they will fight hard.</p> <p>25. Thus, without waiting to be marshaled, the soldiers will be constantly on the qui vive; without waiting to be asked, they will do your will; without restrictions, they will be faithful; without giving orders, they can be trusted.</p> <p>26. Prohibit the taking of omens, and do away with superstitious doubts. Thus, until death itself comes, no calamity need be feared.</p> <p>27. If our soldiers are not overburdened with money, it is not because they have a distaste for riches; if their lives are not unduly long, it is not because they are disinclined to longevity.</p> <p>28. On the day they are ordered out to battle, your soldiers may weep, those sitting up bedeviling their garments, and those lying down letting the tears run down their cheeks. But let them once be brought to bay, and they will display the courage of a Chu or a Kwei.</p>	<p><i>THE ART OF WAR</i> <i>THE WORLD</i></p> <p><i>THE OLDEST ART OF WAR</i></p> <p>Translated from the Chinese By LIONEL GILES, M.A. (1910)</p> <p>[This is the basic text of Sun Tzu on the Art of War. It was extracted from Mr. Giles' complete work as titled above. The commentary itself, which, of course includes his work on the subject. Within it, it has been released as Project Gutenberg document number 182.]</p> <p>The original ASCII document and all associated files of various formats can be found in: http://www.gutenberg.org/files/1/3/132</p>
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IX		THE ART OF WAR. 37	
The Army on the March		VII. Manœuvring	
1. Sun Tzu said: We come now to the question of encamping the army, and observing signs of the enemy. Pass quickly over mountains, and keep in the neighborhood of valleys.		11. We may take it then that an army without its baggage-train is lost; without provisions it is lost; without lines of supply it is lost.	
2. Camp in high places, facing the sun. Do not climb heights in order to fight. So much for mountain warfare.		12. We cannot enter into alliances until we are acquainted with the designs of our neighbors.	
3. After crossing a river, you should get far away from it.		13. We are not fit to lead an army on the march unless we are familiar with the face of the country, its mountains and forests, its pitfalls and precipices, its marshes and swamps.	
4. When an invading force crosses a river in its outward march, do not advance to meet it in mid-stream. It will be best to let half the army get across, and then deliver your attack.		14. We shall be unable to turn natural advantage to account unless we make use of local guides.	
5. If you are anxious to fight, you should not go to meet the invader near a river which he has to cross.		15. In war, practice dissimulation, and you will succeed.	
		16. Whether to concentrate or to divide your troops, must be decided by circumstances.	
		17. Let your rapidly be that of the wind, your compactness that of the forest.	
		18. In raiding and plundering be like fire, its immovability like a mountain.	
		19. Let your plans be dark and impenetrable as night, and when you move, fall like a thunderbolt.	
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X		THE ART OF WAR. 24	
V. Energy		III. Attack by Stratagem	
5. In all fighting, the direct method may be used for winning, but indirect methods will be needed in order to secure victory.		16. But when the army is restless and distrustful, trouble is sure to come from the other flank of the army, and flinging victory away.	
6. Indirect tactics, efficiently applied, are inexhaustible as Heaven and Earth, unending as the flow of rivers and streams; like the sun and moon, they end but to begin anew; like the four seasons, they pass away to return once more.		17. This we may know that there are five essentials for victory:	
7. There are not more than five musical notes, yet the combinations of these five give rise to more melodies than can ever be heard.		(a) He will win who knows how to handle both superior and inferior forces.	
8. There are not more than five primary colors (blue, yellow, red, white, and black), yet in combination they produce more hues than can ever been seen.		(b) He will win whose army is animated by the same spirit throughout all its ranks.	
9. There are not more than five cardinal tastes (sour, acid, salt, sweet, bitter), yet combinations of them yield more flavors than can ever be tasted.		(c) He will win who, prepared himself, waits to take the enemy unprepared.	
10. In battle, there are not more than two methods of attack—the direct and the indirect; yet these two in combination give rise to an endless series of maneuvers.		(d) He will win who has military capacity and is not interfered with by the sovereign.	
		(e) 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	

XI		THE ART OF WAR. 57	
X. Terrain		IX. The Nine Situations	
look upon them as your own beloved sons, and they will stand by you even unto death.		1. This is the first situation, in which the army is in a position of great advantage, and the enemy is in a position of great disadvantage.	
26. If, however, you are outnumbered, but unable to make your authority felt, kind-hearted, but unable to enforce your commands, and incapable, moreover, of quelling disorder: then your soldiers must be blanded to spoil children, they are useless for any practical purpose.		2. This is the second situation, in which the army is in a position of great advantage, and the enemy is in a position of great disadvantage.	
27. If we know that our own men are in a condition to attack, but are unaware that the enemy is not open to attack, we have gone only halfway towards victory.		3. This is the third situation, in which the army is in a position of great advantage, and the enemy is in a position of great disadvantage.	
28. If we know that the enemy is open to attack, but are unaware that our own men are not in a condition to attack, we have gone only halfway towards victory.		4. This is the fourth situation, in which the army is in a position of great advantage, and the enemy is in a position of great disadvantage.	
29. If we know that the enemy is open to attack, and also know that our men are in a condition to attack, but are unaware that the enemy is not open to attack, we have gone only halfway towards victory.		5. This is the fifth situation, in which the army is in a position of great advantage, and the enemy is in a position of great disadvantage.	
30. Hence the experienced soldier, once in motion, is never bewildered; once he has broken camp, he is never at a loss.		6. This is the sixth situation, in which the army is in a position of great advantage, and the enemy is in a position of great disadvantage.	
		7. This is the seventh situation, in which the army is in a position of great advantage, and the enemy is in a position of great disadvantage.	
		8. This is the eighth situation, in which the army is in a position of great advantage, and the enemy is in a position of great disadvantage.	
		9. This is the ninth situation, in which the army is in a position of great advantage, and the enemy is in a position of great disadvantage.	

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<p>17. When the enemy is close at hand and they are not yet ready to fight, the general should be cautious. He should not let the enemy know that he is ready to fight, and he should not let the enemy know that he is not ready to fight. He should keep the enemy in a state of uncertainty, and he should wait until he is ready to fight. Then he should attack the enemy with all his might, and he should win the battle.</p> <p>18. When the enemy is close at hand and they are not yet ready to fight, the general should be cautious. He should not let the enemy know that he is ready to fight, and he should not let the enemy know that he is not ready to fight. He should keep the enemy in a state of uncertainty, and he should wait until he is ready to fight. Then he should attack the enemy with all his might, and he should win the battle.</p> <p>19. When the enemy is close at hand and they are not yet ready to fight, the general should be cautious. He should not let the enemy know that he is ready to fight, and he should not let the enemy know that he is not ready to fight. He should keep the enemy in a state of uncertainty, and he should wait until he is ready to fight. Then he should attack the enemy with all his might, and he should win the battle.</p> <p>20. If his place of encampment is easy of access, he is tendering a bait.</p> <p>21. Movement amongst the trees of a forest shows that the enemy is advancing. The appearance of a number of screens in the midst of thick grass means that the enemy wants to make us suspicious.</p> <p>22. The rising of birds in their flight is the sign of an ambushade. Startled beasts indicate that a sudden attack is coming.</p> <p>23. When there is dust rising in a high column, it is the sign of chariots advancing; when the dust is low, but spread over a wide area, it betokens the approach of infantry. When it branches out in different directions, it shows that parties have been sent to collect firewood. A few clouds of dust moving to and fro signify that the army is encamping.</p>	
<p>IX The Army on the March</p> <p>47. When the army is on the march, the general should be cautious. He should not let the enemy know that he is ready to fight, and he should not let the enemy know that he is not ready to fight. He should keep the enemy in a state of uncertainty, and he should wait until he is ready to fight. Then he should attack the enemy with all his might, and he should win the battle.</p>	
<p>XII The Attack by Fire</p> <p>20. Anger may in time change to gladness; vexation may be succeeded by content.</p> <p>21. But a kingdom that has once been destroyed can never come again into being; nor can the dead ever be brought back to life.</p> <p>22. Hence the enlightened ruler is heedful, and the good general full of caution. This is the way to keep a country at peace and an army intact.</p>	
<p>VI Weak Points and Strong</p> <p>34. When the army is on the march, the general should be cautious. He should not let the enemy know that he is ready to fight, and he should not let the enemy know that he is not ready to fight. He should keep the enemy in a state of uncertainty, and he should wait until he is ready to fight. Then he should attack the enemy with all his might, and he should win the battle.</p>	<p>I Laying Plans</p> <p>14. By means of these seven considerations I can forecast victory or defeat.</p> <p>15. The general that hearkens to my counsel and acts upon it, will conquer: let such a one be retained in command! The general that hearkens not to my counsel nor acts upon it, will suffer defeat: let such a one be dismissed!</p>

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<p>III</p> <p>Attack by Stratagem</p> <p>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.</p> <p>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.</p> <p>3. Thus the highest form of generalship is to break the enemy's plans; the next best is to prevent the junction of the enemy's forces; the third in order is to attack the enemy's army; the fourth, to besiege the enemy's capital; the fifth, to besiege walled cities.</p> <p>4. The rule is, not to besiege walled cities if it can possibly be avoided. The preparation</p>	<p>XI The Nine Situations</p> <p>47. On contentious ground, I would hurry up my rear.</p> <p>48. On open ground, I would keep a vigilant eye on my defenses. On ground of intersecting highways, I would consolidate my alliances.</p> <p>49. On serious ground, I would try to ensure a continuous stream of supplies. On difficult ground, I would keep pushing on along the road.</p> <p>50. On hemmed-in ground, I would block any way of retreat. On desperate ground, I would proclaim to my soldiers the hopelessness of saving their lives.</p> <p>51. For it is the soldier's disposition to offer an obstinate resistance when surrounded, to fight hard when he cannot help himself, and to obey promptly when he has fallen into danger.</p> <p>52. We cannot enter into alliance with neighboring princes until we are acquainted with their designs. We are not fit to lead an army on the march unless we are familiar with the</p>

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<p>31. If the enemy sees an advantage to be gained and makes no effort to secure it, the soldiers are exhausted.</p>	<p>33. He who can modify his tactics in relation to his opponent and thereby succeed in winning, may be called a heaven-born captain.</p>
<p>26. Peace proposals unaccompanied by a sworn covenant indicate a plot.</p> <p>27. When there is much running about and the soldiers fall into confusion, it means that the critical moment has come.</p> <p>28. When some are seen advancing and some retreating, it is a lure.</p> <p>29. When the soldiers stand leaning on their spears, they are faint from want of food.</p> <p>30. If those who are sent to draw water begin by drinking themselves, the army is suffering from thirst.</p>	<p>26. How victory may be produced for them out of the enemy's own tactics—that is what the multitude cannot comprehend.</p> <p>27. All men can see the tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved.</p> <p>28. Do not repeat the tactics which have gained you one victory, but let your methods be regulated by the infinite variety of circumstances.</p> <p>29. Military tactics are like unto water; for water in its natural course runs away from high places and hastens downwards.</p> <p>30. So in war, the way is to avoid what is strong and to strike at what is weak.</p> <p>31. Water shapes its course according to the nature of the ground over which it flows; the soldier works out his victory in relation to the foe whom he is facing.</p> <p>32. Therefore, just as water retains no constant shape, so in warfare there are no constant conditions.</p>
<p>IX <i>The Army on the March</i> THE ART OF WAR, 48</p>	<p>VI <i>Weak Points and Strong</i> THE ART OF WAR, 33</p>
<p>13. Hence the wise general does not expect to be able to attack and take the city by storm, but he waits until the enemy is weary and then attacks.</p> <p>14. By means of water, an enemy may be intercepted, but not robbed of what is intended.</p> <p>15. Unhappy is the fate of one who tries to win his battles and succeed in his attacks without cultivating the spirit of enterprise; for the result is waste of time and general stagnation.</p> <p>16. Hence the saying: The enlightened ruler lays his plans well ahead; the good general cultivates his resources.</p> <p>17. Move not unless you see an advantage; use not your troops unless there is something to be gained; fight not unless the position is critical.</p> <p>18. No ruler should put troops into the field merely to gratify his own spleen; no general should fight a battle simply out of pride.</p> <p>19. If it is to your advantage, make a forward move; if not, stay where you are.</p>	<p>8 <i>Way of the Army</i> THE ART OF WAR, 31</p> <p>13. Hence the wise general does not expect to be able to attack and take the city by storm, but he waits until the enemy is weary and then attacks.</p> <p>14. By means of water, an enemy may be intercepted, but not robbed of what is intended.</p> <p>15. Unhappy is the fate of one who tries to win his battles and succeed in his attacks without cultivating the spirit of enterprise; for the result is waste of time and general stagnation.</p> <p>16. Hence the saying: The enlightened ruler lays his plans well ahead; the good general cultivates his resources.</p> <p>17. Move not unless you see an advantage; use not your troops unless there is something to be gained; fight not unless the position is critical.</p> <p>18. No ruler should put troops into the field merely to gratify his own spleen; no general should fight a battle simply out of pride.</p> <p>19. If it is to your advantage, make a forward move; if not, stay where you are.</p>
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<p>IX The Army on the March</p> <p>32. If birds gather on any spot, it is unoccupied. Clamor by night betokens nervousness.</p> <p>33. If there is disturbance in the camp, the general's authority is weak. If the banners and flags are shifted about, sedition is afoot. If the officers are angry, it means that the men are weary.</p> <p>34. When an army feeds its horses with grain and kills its cattle for food, and when the men do not hang their cooking-pots over the camp-fires, showing that they will not return to their tents, you may know that they are determined to fight to the death.</p> <p>35. The sight of men whispering together in small knots or speaking in subdued tones points to disaffection amongst the rank and file.</p> <p>36. Too frequent rewards signify that the enemy is at the end of his resources; too many punishments betray a condition of dire distress.</p> <p>37. To begin by bluster, but afterwards to take fright at the enemy's numbers, shows a supreme lack of intelligence.</p>	<p>XI The Attack by Fire</p> <p>5. In attacking with fire one should be prepared to meet five possible developments:</p> <p>6. (1) When fire breaks out inside to enemy's camp, respond at once with an attack from without.</p> <p>7. (2) If there is an outbreak of fire, but the enemy's soldiers remain quiet, bide your time and do not attack.</p> <p>8. (3) When the force of the flames has reached its height, follow it up with an attack, if that is practicable; if not, stay where you are.</p> <p>9. (4) If it is possible to make an assault with fire from without, do not wait for it to break out within, but deliver your attack at a favorable moment.</p> <p>10. (5) When you start a fire, be to windward of it. Do not attack from the leeward.</p> <p>11. A wind that rises in the daytime lasts long, but a night breeze soon falls.</p> <p>12. In every army, the five developments connected with fire must be known, the movements of the stars calculated, and a watch kept for the proper days.</p>	<p>VI Weak Points and Strong</p> <p>22. Though the enemy be stronger in numbers, we may prevent him from fighting. Scheme so as to discover his plans and the likelihood of their success.</p> <p>23. Rouse him, and learn the principle of his activity or inactivity. Force him to reveal himself, so as to find out his vulnerable spots.</p> <p>24. Carefully compare the opposing army with your own, so that you may know where strength is superabundant and where it is deficient.</p> <p>25. In making tactical dispositions, the highest pitch you can attain is to conceal them; conceal your dispositions, and you will be safe from the prying of the subtlest spies, from the machinations of the wisest brains.</p>	<p>XI The Nine Situations</p> <p>57. Confront your soldiers with the deed itself, and they will then be brave. When the outlook is bright, however, they desert; but tell them nothing when the situation is gloomy.</p> <p>58. Place your army in deadly peril, and it will survive; plunge it into desperate straits, and it will come off in safety.</p> <p>59. For it is precisely when a force has fallen into harm's way that is capable of striking a blow for victory.</p> <p>60. Success in warfare is gained by carefully accommodating ourselves to the enemy's purpose.</p> <p>61. By persistently hanging on the enemy's flank, we shall succeed in the long run in killing the commander-in-chief.</p> <p>62. This is called ability to accomplish a thing by sheer cunning.</p> <p>63. On the day that you take up your command, block the frontier passes, destroy the official tallies, and stop the passage of all emissaries.</p> <p>64. Be stern in the council-chamber, so that you may control the situation.</p>
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