

Ancient China – Sun Tzu “The Art of War”

If your enemy is secure at all points, be prepared for him. If he is in superior strength, evade him. If your opponent is temperamental, seek to irritate him. Pretend to be weak, that he may grow arrogant. If he is taking his ease, give him no rest. If his forces are united, separate them. If sovereign and subject are in accord, put division between them. Attack him where he is unprepared, appear where you are not expected.

- Sun Tzu, the Art of War

"The art of using troops is this:

.....When ten to the enemy's one,
surround him;

.....When five times his strength, attack
him;

.....If double his strength, divide him;

.....If equally matched you may engage
him;

.....If weaker numerically, be capable of
withdrawing;

.....And if in all respects unequal, be
capable of eluding him,

.....for a small force is but booty for
one more powerful."

- Sun Tzu, the Art Of War

"Regard your soldiers as your children,
and they will follow you into the deepest
valleys.

Look on them as your own beloved sons,
and they will stand by you even unto
death!"

- Sun Tzu, the Art of War



Group 1 & 4. Discuss how improvements in technology changed The Art of War since ancient China. Do these new weapons invalidate Sun Tzu's principles of The Art of War?

Group 2 & 5. How have Sun Tzu's strategies in The Art of War been adopted by American business? Identify which particular strategies would benefit business practices.

Group 3 & 6. Discuss Sun Tzu's principles: "the essence of war is dislocating the enemy psychologically, then dominating him;" "he whose ranks are united in purpose will be victorious;" and "agitate your enemy and ascertain the pattern of his movement, determine his position and so ascertain the field of battle, probe him and learn where his strength is abundant and where it is deficient." Explain how these ideas help in a war and in other aspects of life.

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He who wishes to fight must first count the cost. When you engage in actual fighting, if victory is long in coming, then men's weapons will grow dull and their ardor will be dampened. If you lay siege to a town, you will exhaust your strength. Again, if the campaign is protracted, the resources of the State will not be equal to the strain. Now, when your weapons are dulled, your ardor dampened, your strength exhausted and your treasure spent, other chieftains will spring up to take advantage of your extremity. Then no man, however wise, will be able to avert the consequences that must ensue... In war, then, let your great object be victory, not lengthy campaigns.

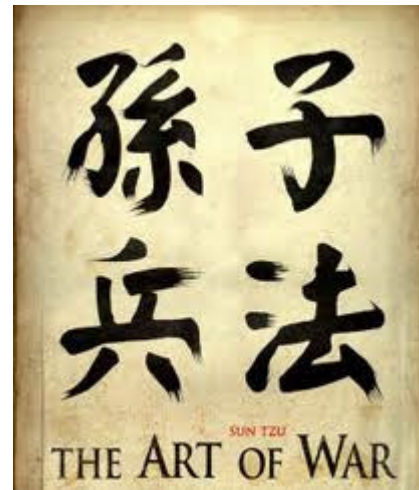
-Sun Tzu, the Art of War

It is only one who is thoroughly acquainted with the evils of war that can thoroughly understand the profitable way of carrying it on.

-Sun Tzu, the Art of War

"Hence that general is skilful in attack whose opponent does not know what to defend; and he is skilful in defense whose opponent does not know what to attack."

- Sun Tzu, the Art of War



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

-Sun Tzu, the Art of War