**第三单元：孙子兵法**

**Translation**

**Directions:** For this part, you are allowed 30 minutes to translate a passage from Chinese into English. You should write your answer on the answer sheet.

**原文：**

《孙子兵法》是最古老、最成功的军事战略书籍之一。它对东方的军事思想、商业策略以及其他方面都产生了很大影响。孙子强调战略中形势的重要性。战争形势既受物理环境中客观条件的影响，也受该环境中交战者的主观看法的影响。他认为，战略不是通过一个既定的清单进行谋划，而是需要对不断变化的情况做出快速而恰当的反应。因为作战计划只能在一个受控的环境中起作用。而在一个变化的环境中，作战计划相互作用，总会产生意想不到的情况。

**参考译文：**

*Sun Tzu’s Art of War* is one of the oldest and most successful books on military strategy. It has had an influence on Eastern military thinking, business tactics, and beyond. Sun Tzu suggested the importance of positioning in strategy and that position is affected both by objective conditions in the physical environment and the subjective opinion of competitive actors in that environment. He thought that strategy is not planning in the sense of working through an established list, but rather that it requires quick and appropriate responses to changing conditions. Planning works in a controlled environment, but in a changing environment, competing plans collide, creating unexpected situations.