

RIPPLE ENGLISH

ACTIVE LEARNING PROGRAM

Workbook for:

“Sun Tzu: The Art of War”

問題は解きっぱなしにしないで！

英語資格試験の学習は、**解いた後の復習**をしなければほとんど効果はありません。答え合わせをしておしまいせず、**テキストの音読練習やリスニング、多読学習などのインプット学習**を何度も反復して記憶に定着させましょう。ホームページからダウンロードできる音読練習用のテキストをぜひご活用ください。また、数日置いてから再度解き直すのも効果的です。答えを記憶してしまっているかもしれませんが、回答の根拠をなぞりながら繰り返し解くことで有効な復習になります！

1. The Art of War by Sun Tzu. It is one of the most famous and popular classics in the East. Even 2,500 years after it was written, many people today seek advice from this ancient Chinese military text on how to be successful in business, sports, and so on. Indeed, some of the teachings by Sun Tzu are timeless since his arguments are based on profound insights into human nature and psychology. However, the values and the environments today are quite different from his time. Bows and arrows have been replaced by drones and missiles, and a supervisor at work is not allowed to kill his or her subordinates when they are not obedient, like Sun Tzu did.
2. In order to draw lessons from classics, we need to differentiate what is universal from what is not, and imagine how to apply it to our own situation. At the same time, we have to be careful not to overly generalize the arguments by ignoring the differences in context. On the flip side, **deciphering** classics becomes an effective intellectual exercise. Reading classics may serve as a good remedy for the modern tendency to seek quick and superficial answers. What lessons do you extract from one of the greatest classics in human history?

- (1) According to the paragraph 1, which of the following is true?
 - A. The Art of War is no longer relevant in modern society.
 - B. Sun Tzu’s teachings remain useful because they are based on deep understandings of human nature.
 - C. The methods described in The Art of War are still widely practiced without any changes.
 - D. Sun Tzu’s military strategies focus mainly on the use of advanced technology.
- (2) The word “decipher” in the passage is closest in meaning to
 - A. translate
 - B. turn around
 - C. learn
 - D. put out
- (3) According to the paragraph 2, which of the following is NOT true?
 - A. Understanding the context of a classic is important when applying its lessons.
 - B. Reading classics can help counter the modern tendency to look for easy answers.
 - C. All arguments in classics can be universally applied to modern situations.
 - D. Analyzing classics can be a valuable intellectual exercise.

3. Sun Tzu says, “To fight and win a hundred battles is not the height of skill.” You may be puzzled at this quote. What does it mean that a 100 percent victory rate is not the best? Sun Tzu continues, “To subdue the enemy without fighting is the height of skill.” The problem is having had a hundred battles in the first place. Sun Tzu was not a pacifist. He opposes war from a rational strategic perspective, rather than moral grounds. Fighting costs lives and money. Even if you win, it inflicts significant damage on the nation’s economy. A military action is nothing more than means to an end, and it is just one of the options to achieve strategic goals; seizing territory and resources, **repelling** invasions, assisting allied nations, and so on. Since fighting wastes resources, it is usually the worst choice. Therefore, we need to contemplate if there is another better way.
4. What he criticizes is that military leaders often make means an end in itself without any consideration of whether or not it leads to the ultimate strategic goal. The first line of The Art of War states, "War is of vital importance to the state; it is the matter of life and death, a road either to survival or ruin. Hence it is a subject of inquiry which should never be neglected." Sun Tzu realized the harm of warfare more than anyone else precisely because he was the master of warfare.

- (4) The word “repel” in the passage is closest in meaning to
- A. turn back
 - B. turn up
 - C. turn in
 - D. turn off
- (5) According to the paragraph 3, which of the following is true?
- A. Sun Tzu believed that winning every battle is the ultimate goal in warfare.
 - B. Sun Tzu opposed war for purely moral reasons.
 - C. Avoiding battle when possible is a wiser strategy than engaging in unnecessary conflicts.
 - D. Military action is always the best way to achieve strategic goals.
- (6) According to paragraph 4, What is Sun Tzu’s view on war?
- A. War is always necessary for a state’s survival.
 - B. Military leaders should focus solely on winning battles.
 - C. War is a serious matter that should be carefully studied and considered.
 - D. The ultimate goal of a military leader is to engage in as many battles as possible.

5. War is just a means to achieve political or diplomatic goals, and it is often the worst option because it consumes a vast amount of resources. However, what if you come to realize after careful consideration that you have no choice but to fight? Sun Tzu says, “A victorious army only seeks battle after the victory has been secured, whereas a defeated army goes to war first and seeks to win afterwards.” Since Skillful leaders only fight when they are ready to win, they claim victory so easily and safely. On the other hand, poor strategists start searching for ways to win only after the battle has already begun, which often results in defeats. In other words, we should only go to war after making every possible preparation, dispelling any wishful thinking, and securing victory in advance.
6. Sun Tzu also states, “To lift a hair is so easy that nobody praises that strength. Skillful military leaders win with such an ease, so his victories bring him neither reputation for wisdom nor credit for courage.” According to the Art of War, those who are praised for lucky and dramatic victories are nothing more than **mediocre** strategists. True masters are usually unnoticeable; they make every effort to establish a situation where victory is as easy as lifting a hair.

- (7) According to the paragraph 5, what is the key to victory in war?
- A. Engaging in battle as soon as possible to gain the upper hand.
 - B. Carefully preparing and ensuring victory before fighting.
 - C. Relying on luck and improvisation during battle.
 - D. Using as many resources as possible to overwhelm the enemy.
- (8) The word “mediocre” in the passage is closest in meaning to
- A. profound
 - B. adequate
 - C. negligible
 - D. unremarkable
- (9) According to the paragraph 6, which of the following is true?
- A. Sun Tzu valued dramatic and lucky victories as a sign of great strategy.
 - B. Winning a battle with difficulty is better than winning easily.
 - C. A military leader should seek praise and recognition for their victories.
 - D. The best strategists are often unrecognized because their victories appear effortless.

7. Sun Tzu consistently emphasizes the importance of preparation before engaging in war, but he also discusses the tactics during actual combat. For example, there is an interesting argument in the 8th chapter. "Always leave an outlet when you surround your enemy; do not press a desperate enemy too hard." This may also sound counterintuitive for many. Why do we have to provide an escape path for the enemy forces which we want to crush?
8. This is not out of morals and **compassion**. Again, Sun Tzu was not a pacifist, and his treatise is about how to succeed in war. When you are cornered in a dire situation with no exit free, you will inevitably fight with all your might because it is the only way to survive. Fighting such a desperate army is tough. Even if you win, you will suffer enormous losses. However, once the hostile soldiers find their way out, they will try to flee from the exit, losing their spirit to fight back hard. Chasing an enemy in flight is far easier than bringing down a desperate army, so you can easily claim victory with the minimum casualties necessary. Sun Tzu warns against reaching an easy, hasty conclusion without careful consideration. A military leader is responsible for the lives of people and the security of the nation. His decisions have to be based on profound insights into the psychological conditions of soldiers in a specific situation.

- (10) According to the paragraph 7, why does Sun Tzu suggest leaving an outlet for a surrounded enemy?
- A. To show mercy and avoid unnecessary bloodshed.
 - B. To give the enemy a chance to surrender peacefully.
 - C. To prevent the enemy from fighting desperately out of hopelessness.
 - D. To make it easier to negotiate a truce.
- (11) The word "compassion" in the passage is closest in meaning to
- A. mercy
 - B. apathy
 - C. arrogance
 - D. hypocrisy
- (12) According to the paragraph 8, which of the following is NOT true?
- A. Sun Tzu emphasized understanding the psychology of soldiers in different situations.
 - B. Fighting against a desperate army with no escape is extremely difficult and costly.
 - C. Sun Tzu was a pacifist who opposed war for moral reasons.
 - D. Allowing an enemy an escape route can make it easier to defeat them with fewer losses.

9. Sun Tzu's pragmatic and rational approach is not only aimed at the enemy but also his soldiers. For example, Sun Tzu says, "Place your army in the face of death, and it will survive," because "soldiers display their true strengths only when they are in crisis." He also wrote, "Successful generals look to the effect of combined energy, and do not require much from individuals." Sun Tzu argues that leaders should strive to create a situation where soldiers inevitably exert their full strength rather than expecting a lot from individuals' skills and motivation. Driving your soldiers into a critical situation is one of the ways to generate motivation to fight fiercely and bring momentum to the army. It may sound cruel and inhumane, but soldiers never praise a general who cannot bring victory and let them survive, no matter how kind and compassionate he is. After returning alive, the joy of survival will replace the fear of facing death, so the soldiers will forget the temporary resentment against the general.

10. The essence of Sun Tzu's leadership comes down to the following words; "He will win whose army is animated by the same purpose throughout all its ranks." What matters is to create a condition where both soldiers and generals share the same objectives. Victory is unlikely when the commander alone is desperate to win while his soldiers don't know the reason for fighting. If you tell your soldiers to work hard when they actually don't have any motives to work hard, you are virtually saying nothing.

(13) According to the paragraph 9, what is Sun Tzu's perspective on leadership in war?

- A. A good general relies on the individual skills and motivation of soldiers.
- B. Soldiers fight best when they are placed in a situation where survival depends on victory.
- C. Compassion and kindness are the most important qualities of a general.
- D. The best way to win a war is to avoid placing soldiers in crisis.

(14) Sun Tzu believed that a commander's determination alone is enough to achieve victory.

- A. Soldiers do not need to understand the purpose of a battle to fight effectively.
- B. Unified purpose among all ranks is essential for success in war.
- C. Motivating soldiers is unnecessary as long as they follow orders.

(15) Within the whole passage, what is a key lesson from The Art of War?

- A. A good leader should rely on individual soldiers's skills and motivation.
- B. War should be avoided whenever possible, as it is often the worst option.
- C. The best generals are those who achieve dramatic victories through bold, risky tactics.
- D. Soldiers should always follow orders, regardless of whether they understand the purpose of the war.

Answers

- (1) B
- (2) A
- (3) C
- (4) A
- (5) C
- (6) C
- (7) B
- (8) D
- (9) D
- (10) C
- (11) A
- (12) C
- (13) B
- (14) C
- (15) B

(1) 1段落の内容に一致するのは？

- A. The Art of War is no longer relevant in modern society. (『孫子の兵法』は現代社会ではもはや意味がない。)
- B. Sun Tzu's teachings remain useful because they are based on deep understandings of human nature.** (孫子の考えは、人間の本質に対する深い理解に基づいているため、今でも役に立つ。)
- C. The methods described in The Art of War are still widely practiced without any changes. (『孫子の兵法』に記された方法は、いかなる変更もなく今でも広く実践されている。)
- D. Sun Tzu's military strategies focus mainly on the use of advanced technology. (孫子の軍事戦略は、主に高度な技術の活用に焦点を当てている。)

(2) 文中の“decipher (解読する)”と意味が最も近いのは

- A. translate (解釈する、理解する)**
- B. turn around (方向を変える、好転させる)
- C. learn (学ぶ)
- D. put out (消す、公開する)

(3) 2段落の内容に一致しないのは？

- A. Understanding the context of a classic is important when applying its lessons. (古典の教訓を適用する際には、その文脈を理解することが重要である。)
- B. Reading classics can help counter the modern tendency to look for easy answers. (古典を読むことは、簡単な答えを求めがちな現代の傾向に対抗するのに役立つ。)
- C. All arguments in classics can be universally applied to modern situations.** (古典のすべての主張は、現代の状況にも普遍的に適用できる。)

D. Analyzing classics can be a valuable intellectual exercise. (古典を分析する事は、貴重な知的訓練となる。)

(4) 文中の“repel (～を追い返す)”と意味が最も近いのは

- A. turn back (引き返す、戻る)**
- B. turn up (現れる、音量を上げる)
- C. turn in (提出する、寝る)
- D. turn off (消す、興味を失わせる)

(5) 3段落の内容に一致するのは？

- A. Sun Tzu believed that winning every battle is the ultimate goal in warfare. (孫子は、すべての戦いに勝つことが戦争の究極の目標であると考えた。)
- B. Sun Tzu opposed war for purely moral reasons. (孫子は純粋に道徳的な理由から戦争に反対した。)
- C. Avoiding battle when possible is a wiser strategy than engaging in unnecessary conflicts.** (可能な限り戦いを避ける事は、不必要な争いに巻き込まれるよりも賢明な戦略である。)
- D. Military action is always the best way to achieve strategic goals. (軍事行動は、戦略目標を達成するために常に最良の方法である。)

(6) 4段落によると、孫子の戦争への考え方は何か？

- A. War is always necessary for a state's survival. (戦争は国家の生存にとって常に必要である。)
- B. Military leaders should focus solely on winning battles. (軍の指導者は戦いに勝つことだけに集中すべきである。)
- C. War is a serious matter that should be carefully studied and considered.** (戦争は慎重に研究し、考慮すべき重大な問題である。)
- D. The ultimate goal of a military leader is to engage in as many battles as possible. (軍の指導者の最終的な目標は、できるだけ多くの戦闘に参加することである。)

(7) 5段落によると、戦争で勝つための鍵は何か？

- A. Engaging in battle as soon as possible to gain the upper hand. (主導権を握るために、できるだけ早く戦闘に突入する。)
- B. Carefully preparing and ensuring victory before fighting.** (慎重に準備し、勝利を確実にしてから戦う。)
- C. Relying on luck and improvisation during battle. (戦闘中に運と即興に頼る。)
- D. Using as many resources as possible to overwhelm the enemy. (できるだけ多くの資源を投入して敵を圧倒する。)

(8) 文中の“mediocre (平凡な)”と意味が最も近いのは

- A. profound (深遠な、重大な)
- B. adequate (十分な、適切な)
- C. negligible (ごくわずかな)
- D. unremarkable (取るに足りない、普通の)**

(9) 6段落の内容に一致するのは？

- A. Sun Tzu valued dramatic and lucky victories as a sign of great strategy. (孫子は、劇的で幸運な勝利を優れた戦略の証として評価した。)
- B. Winning a battle with difficulty is better than winning easily. (困難を伴う勝利は、容易な勝利よりも優れている。)
- C. A military leader should seek praise and recognition for their victories. (軍の指導者は、自らの勝利に対する称賛と認知を求めるべきである。)
- D. **The best strategists are often unrecognized because their victories appear effortless.** (最も優れた戦略家は、勝利が苦勞なく見えるため、しばしば評価されない。)

(10) 7段落によると、なぜ孫子は包圍した敵に逃げ道を残すことを唱えるのか？

- A. To show mercy and avoid unnecessary bloodshed. (慈悲を示し、不必要な流血を避けるため。)
- B. To give the enemy a chance to surrender peacefully. (敵に平和に降伏する機会を与えるため。)
- C. **To prevent the enemy from fighting desperately out of hopelessness.** (敵が絶望して必死に戦うのを防ぐため。)
- D. To make it easier to negotiate a truce. (休戦交渉をしやすくするため。)

(11) 文中の“compassion (思いやり)”と意味が最も近いのは

- A. **mercy** (慈悲、寛容)
- B. apathy (無関心、無感動)
- C. arrogance (傲慢さ)
- D. hypocrisy (偽善)

(12) 8段落の内容に一致しないのは？

- A. Sun Tzu emphasized understanding the psychology of soldiers in different situations. (孫子は、様々な状況における兵士の心理を理解することの重要性を強調した。)
- B. Fighting against a desperate army with no escape is extremely difficult and costly. (逃げ場のない絶望した軍と戦うことは、非常に困難であり大きな犠牲を伴う。)
- C. **Sun Tzu was a pacifist who opposed war for moral reasons.** (孫子は、道徳的な理由で戦争に反対した平和主義者だった。)
- D. Allowing an enemy an escape route can make it easier to defeat them with fewer losses. (敵に逃げ道を与えることで、より少ない損害で倒しやすくなる。)

(13) 9段落によると、孫子の戦争におけるリーダーシップの見解は何か？

- A. A good general relies on the individual skills and motivation of soldiers. (優れた将軍は、兵士の個々の技能と士気に頼る。)
- B. **Soldiers fight best when they are placed in a situation where survival depends on victory.** (兵士は、生き残るために勝利が必要な状況に置かれたときに最もよく戦う。)
- C. Compassion and kindness are the most important qualities of a general. (思いやりと優しさは、将軍にとって最も重要な資質である。)

D. The best way to win a war is to avoid placing soldiers in crisis. (戦争に勝つ最善の方法は、兵士を危機的状況におかないことである。)

(14) 10段落の内容に一致するのは？

- A. Sun Tzu believed that a commander's determination alone is enough to achieve victory. (孫子は、指揮官の決意だけで勝利を達成できると考えていた。)
- B. Soldiers do not need to understand the purpose of a battle to fight effectively. (兵士は、戦いの目的を理解していなくても効果的に戦える。)
- C. **Unified purpose among all ranks is essential for success in war.** (戦争においては、全階級の統一された目的が成功に不可欠である。)
- D. Motivating soldiers is unnecessary as long as they follow orders. (兵士が命令に従う限り、士気を高める必要は無い。)

(15) この文章によると、『孫子の兵法』の教訓は何か？

- A. A good leader should rely on individual soldiers's skills and motivation. (優れた指揮者は、兵士個々の技能と士気に頼るべきである。)
- B. **War should be avoided whenever possible, as it is often the worst option.** (戦争は可能な限り避けるべきであり、それはしばしば最悪の選択肢である。)
- C. The best generals are those who achieve dramatic victories through bold, risky tactics. (最も優れた将軍とは、大胆でリスクの高い戦術によって劇的な勝利を収めるものである。)
- D. Soldiers should always follow orders, regardless of whether they understand the purpose of the war. (兵士は戦争の目的を理解しているかどうかに関係なく、常に命令に従うべきである。)