

# 利用創造性轉換法詮釋孫子兵法之策略意涵與邏輯

研 究 生：喬 偉

指導教授：李經遠 教授

國 立 交 通 大 學  
管理學院(管理科學學程)碩士班

## 摘 要

本論文利用「創造性轉換法」，研究孫子兵法各篇及關鍵句的企業策略意涵與邏輯，目的在釐清孫子兵法的策略思維脈絡，探討其在企業策略上的應用價值、賦予時代新義，進而探求應用於策略思考程序之可能性。

本研究針對孫子兵法各篇篩選出重要的關鍵句，轉換為具有企業策略意義的觀點與邏輯。根據各篇在策略邏輯的分佈情形，可以歸納出各篇及整部兵法主要的策略意涵，最後建立孫子兵法的企業策略體系。孫子兵法在非軍事領域的策略性研究中，本研究屬邏輯思想取向類研究，且係以企業策略邏輯為本。本研究具體研究成果如下：

- (1) 對孫子兵法在各篇關鍵句、段落，及整部兵法上，均探討出豐富的商業策略意涵及策略邏輯。
- (2) 發現孫子兵法在企業競爭的運用上，可以「競爭」為核心思想。在內容方面，所提出的各種戰略觀、戰術技巧，對企業競爭確有相當大的價值和啟發意義。
- (3) 孫子兵法的「全爭」競爭哲學，背後真正蘊含的是風險控管的觀念。
- (4) 孫子兵法在企業策略的另一重點邏輯是以「資源」為基礎的戰略觀。
- (5) 孫子雖承認外交策略能避免損害敵我方實力，但對外交策略的態度，是持謹審保留的態度。他較強調的是我方應具有雄厚的競爭優勢，以自己實力來贏得競爭的「信己之私」觀點。但企業競爭卻非自恃獨自經營就能滿足企業內外各方的期待與要求，所以這點是孫子兵法在援用到企業策略思考時，必須釐清的。
- (6) 孫子兵法的企業策略邏輯體系是以孫子兵法十三篇及九個企業策略邏輯所構成9x13的關係矩陣。透過這個體系，可以清楚看出孫子兵法呈現策略邏輯本質的連結點，而每一個連結點，都是孫子兵法各篇重要的關鍵句。
- (7) 孫子兵法可透過邏輯分佈圖，將全書和各篇的策略主旨展現。

關鍵字：孫子兵法、策略、策略邏輯、戰略、戰術、企業策略、策略管理

# Applying Creative Transformation Approach for the Strategic Meanings and Logics of Sun-tzu Strategy

Student : Chyau, Woei

Advisor : Prof. Lee , Gin-Yuan

National Chiao Tung University  
Master Program of Management Science

## ABSTRACT

This research is mainly a study of business strategy meanings and logics of each chapter and key sentences in Sun-tzu strategy by using of creative transformation approach . We aim at clarifying the strategic thinking context and discussing the value its applied on business strategies. We thus hope to find new meanings of it and seek the possibility to use it on strategy thinking procedures.

This research screens the most important sentences in different chapters of Sun-tzu strategy, and transform them into business strategic meanings and logics. According to the deployment of these strategic logics, we can conclude the perspectives with strategic meanings and logics of each chapters and also the whole book. Sun-tzu based business strategy system is thus developed. This study belongs to the logic thinking approach in the field of non-military study of Sun-tzu strategy and is dealing from the perspectives of business strategy logics. The concrete research findings are as the following:

- (1) Very sophisticated business strategy meanings and logics have had been explored within the key sentences, paragraphs of each chapter, or even the whole literature.
- (2) The core thinking of Sun-tzu strategy in business competition is originated from “competition”. It is found that the strategic perspectives or the tactics Sun-tzu developed have great values and are also very provocative to business competition.
- (3) The “All-under-Heaven intact” competitive philosophy is really about risk control and management.
- (4) The other point in Sun-tzu business strategy is the strategic perspectives based on “resources”.
- (5) Although Sun-tzu recognizes the effectiveness of diplomatic policies, but he still remain neutral on it. Instead, he stresses more that people should have their own real competitive advantages. One should rely on himself for the attainment of his aim on his ability. But it is also important to note that business competition can not depend on one’s own capability only, it needs also to consider meeting all the environment constraints and expectations from various parties.
- (6) Sun-tzu’s business strategic logic system is based on the 9\*13 matrix comprised of Sun-tzu strategy’s thirteen chapters and the nine business strategy logics. From this system, one can see the nodes pretty clearly and each node is the key sentence of Sun-tzu strategy.
- (7) The strategic context of Sun-tzu and all chapters could be fully expressed by the logic spread list.

Key Word : Sun-tzu strategy, strategy, strategic natures, tactics, business strategy, strategy management