

PREFACE

The *Thirty-Six Stratagems* (三十六計) occupies a distinctive place within the Chinese strategic tradition. Unlike *The Art of War*, which presents a relatively coherent theoretical framework attributed to a single author, this text emerges from a cumulative lineage. It consists of brief formulations that condense recurring patterns of action observed across historical practice.

Early references to “thirty-six stratagems” function less as a fixed list than as a general expression for ingenuity in action. The phrase signals an approach grounded in flexibility, indirection, and the management of perception. The compilation in its present form likely took shape during the late imperial period, drawing on earlier military writings, historical anecdotes, and broader intellectual currents.

The stratagems do not constitute a formal system. They do not prescribe procedures. Rather, the stratagems offer a repertoire of interpretive patterns to navigate complex situations. Each stratagem frames a way to recognize advantage, anticipate change, and act within uncertain conditions. If *The Art of War* articulates principles, the *Thirty-Six Stratagems* renders those principles visible in practice, often in indirect and unexpected forms.

Each formulation is compressed, frequently metaphorical, and deliberately open. The formulations are not instructions to be followed, but structures to be read. Their emphasis falls on timing over force, positioning over display, and transformation over confrontation. Strategy, in this sense, does not begin with action. It begins with perception.

Comparable strategies appear beyond the Chinese tradition. The classical account of the Trojan Horse provides a familiar case. Victory is secured not through direct assault, but through concealment and the reconfiguration of the field of action from within. The comparison is not exact, yet it clarifies a shared insight. Effective strategy depends as much on the shaping of conditions as on the deployment of force.

The enduring significance of the *Thirty-Six Stratagems* lies in its attention to patterns that transcend any single historical moment. In contemporary environments marked by complexity and rapid change, strategic competence cannot rely on fixed solutions. It requires the capacity to read situations dynamically and to respond with precision. The stratagems offer a compact but generative framework for cultivating that capacity.

INTRODUCTION

The Thirty-Six Stratagems: Advanced Mandarin Textbook in Language, Strategy, and Decision-Making is both a language textbook and a framework for disciplined inquiry. It develops competence in Chinese while cultivating precision in interpretation, analytical depth, and sensitivity to the structures through which strategic meaning is produced. By placing classical texts in dialogue with contemporary contexts, including geopolitics, business, and digital environments, this book demonstrates the continued relevance of classical strategic reasoning.

This work approaches strategy as a form of cognition. It trains the reader to identify patterns within complexity, to follow processes of change, and to act with informed judgment. In this respect, language and strategy are inseparable. Both depend on the interpretation of structure, context, and nuance. To read closely is to think strategically. To translate is to reconstruct meaning across systems.

Language as a Medium of Thought

Language here is not treated as a neutral instrument. Language is the medium through which thought is formed and articulated. Each stratagem appears across three layers, Classical Chinese, Modern Chinese, and English. This structure allows readers to move between linguistic systems while preserving conceptual integrity.

Translation is therefore an interpretive practice. It involves the reconstruction of meaning across linguistic and cultural frameworks, requiring attention not only to expression, but to implication and structure. Through this process, readers develop both linguistic competence and conceptual clarity.

An Integrated Framework

This book integrates language learning, cultural interpretation, and strategic reasoning within a single framework. Each stratagem functions simultaneously as a linguistic unit, a cultural artifact, a conceptual model, and an analytical tool. These dimensions are mutually reinforcing.

The text includes vocabulary notes, grammatical explanations, translation exercises, and case-based applications. These materials are designed to move the reader from recognition to use, and from use to interpretation. The aim is not rote memorization but disciplined understanding.

This book addresses multiple audiences. Language learners may focus on close reading and translation. Students of strategy may emphasize application and comparison. Professionals may draw upon the framework to interpret complex situations in practice.

The stratagems should not be approached as fixed rules. They are historically grounded patterns that remain open to reinterpretation. Their value lies in adaptation. Readers are encouraged to test these patterns against contemporary contexts, to question their limits, and to apply them with care. Strategic understanding emerges through interpretive application.

1. 六六三十六，數中有術，術中有數。陰陽變理，機在其中。機不可設，設則不中。
六六三十六，數中有術，術中有數。陰陽協理，機在其中。機不可設，設則不中。
2. 第 01 計 瞞天過海：備周則意怠，常見則不疑。陰在陽之內，不在陽之對。太陽，太陰。
第 01 計 瞞天過海：各周則意怠，常見則不疑。陰在陽之內，不在陽之對。太陽，太陰。
3. 第 02 計 圍魏救趙：共敵不如分敵，敵陽不如敵陰。
第 02 計 圍魏救趙：共敵不如分敵，敵陽不如敵陰。
4. 第 03 計 借刀殺人：敵已明，友未定，引友殺敵。不自出力，以《損》推演。
第 03 計 借刀殺人：敵已明，友未定，引友殺敵。不自出力，以《損》推演。
5. 第 04 計 以逸待勞：困敵之勢，不以戰。損剛益柔。
第 04 計 以逸待勞：困敵之勢，不以戰。損剛益柔。
6. 第 05 計 趁火打劫：敵之害大，就勢取利，剛決柔也。
第 05 計 趁火打劫：敵之害大，就勢取利，剛決柔也。
7. 第 06 計 聲東擊西：敵志亂萃，不虞。坤下兌上之象，利其不自主而取之。
第 06 計 聲東擊西：敵志亂萃，不虞。坤下兌上之象，利其不自主而取之。
8. 第 07 計 無中生有：誑也，非誑也，實其所誑也。少陰、太陰、太陽。
第 07 計 無中生有：誑也，非誑也，實其所誑也。少陰、太陰、太陽。
9. 第 08 計 暗渡陳倉：示之以動，利其靜而有主，「益動而翼」。
第 08 計 暗渡陳倉：示之以動，利其靜而有主，「益動而翼」。
10. 第 09 計 隔岸觀火：陽乖序亂，陰以待逆。暴戾恣睢，其勢自斃。順以動豫，豫順以動。
第 09 計 隔岸觀火：陽乖序亂，陰以待逆。暴戾恣睢，其勢自斃。順以動豫，豫順以動。
11. 第 10 計 笑裡藏刀：信而安之，陰以圖之。備而後動，勿使有變。剛中柔外也。
第 10 計 笑裡藏刀：信而安之，陰以圖之。備而後動，勿使有變。剛中柔外也。
12. 第 11 計 李代桃僵：勢必有損，損陰以益陽。
第 11 計 李代桃僵：勢必有損，損陰以益陽。

《三十六計》目錄

The Thirty-Six Stratagems – Table of Contents

| | | |
|--------------|---|-----|
| 前言 | PREFACE | II |
| 介紹 | INTRODUCTION | III |
| 原文與卦象解析 | CLASSICAL TEXT OF THE THIRTY-SIX STRATAGEMS | V |
| 第一章 ◆ 勝戰計 | Chapter I Winning Stratagems | 1 |
| 第二章 ◆ 敵戰計 | Chapter II Engagement Stratagems | 29 |
| 第三章 ◆ 攻戰計 | Chapter III Offensive Stratagems | 59 |
| 第四章 ◆ 混戰計 | Chapter IV Confusion Stratagems | 85 |
| 第五章 ◆ 並戰計 | Chapter V Consolidation Stratagems | 111 |
| 第六章 ◆ 敗戰計 | Chapter VI Survival Stratagems | 137 |
| 第七章 ◆ 綜合複習練習 | Chapter VII Comprehensive Review Practice | 163 |
| 附錄：教師手冊 | INSTRUCTOR'S GUIDE | 183 |

Chapter I

勝戰計／胜战计

Winning Stratagems

Tactics for Leveraging a Superior Position

These strategies are designed for situations in which you already hold the advantage. Rather than relying solely on brute force, they emphasize psychological warfare, using deception, surprise, and calculated maneuvering to outsmart the opponent and secure victory with minimal cost.

六六三十六，數中有術，術中有數。陰陽變理，機在其中。機不可設，設則不中。

六六三十六，數中有術，術中有數。陰陽變理，機在其中。機不可設，設則不中。
Lǚ liù sān shí liù, shù zhōng yǒu shù, shù zhōng yǒu shù. Yīn yáng biàn lǐ, jī zài qí zhōng. Jī bù kě shè, shè zé bù zhōng.

Six times six yields thirty-six: Within number resides strategy, and within strategy, number. Yin and Yang unfold in dynamic balance; the subtle pivot lies therein. The strategic moment cannot be fixed in advance; once predetermined, it loses its precision.

| 繁中 | 簡中 | 拼音 | 英文解釋 |
|----|----|----------|--|
| 數 | 数 | shù | number, calculation, pattern |
| 術 | 术 | shù | method, technique, strategy |
| 陰陽 | 阴阳 | yīn yáng | yin and yang, complementary forces |
| 機 | 机 | jī | opportunity, critical moment, strategic timing |
| 設 | 设 | shè | to arrange, to contrive, to set up |

Idiom Breakdown

Chinese Idiom

六六三十六，數中有術，術中有數。陰陽變理，機在其中。機不可設，設則不中。

Literal Meaning

The Thirty-Six Stratagems unite numerical order and strategic art. Within numbers reside methods, and within methods, numbers. The harmonization of yin and yang governs all. Strategic opening cannot be manufactured; when artificially arranged, it fails to strike its mark.

Figurative Meaning

This idiom emphasizes the delicate balance between structure and improvisation. Even within careful calculations and strategic planning, there must be room for flexibility and adaptation. It cautions against rigid, overdetermined planning and instead advocates responding attentively to shifting conditions, much like attunement to the dynamic interplay of yin and yang.

Strategic Insight

The maxim teaches that true mastery lies not in fixed formulas but in sensitivity to timing (機 / *jī*), the capacity to adapt one's method (術 / *shù*) to circumstance, and an awareness of unseen forces (陰陽 / *yīnyáng*) that shape outcomes. It serves as a guiding principle for all Thirty-Six Stratagems. *Strategy must remain responsive and alive, not static or mechanical.*

Modern Interpretation

- 【釋】六六三十六：每一計都蘊含著數理規律，每一術又都依循策略原則。陰陽調和、事理相生，機巧隱藏其中。計謀的巧妙不應被刻意設計，設計過頭反而容易失效。
- 【譯】六六三十六：每一計都蘊含著數理規律，每一術又都遵循策略原則。陰陽調和、事理相生，機巧隱藏其中。計謀的巧妙不應被刻意設計，設計過頭反而容易失效。
- 【拼】Liù liù sān shí liù: Měi yī jì dōu yùnhán zhe shùlǐ guīlǜ, měi yī shù yòu dōu zūnxún cèlüè yuánzé. Yīnyáng tiáohé, shì lǐ xiāngshēng, jīqiǎo yīncáng qízhōng. Jì móu de qiǎomiào bù yīng bèi kèyì shèjì, shèjì guòtóu fǎn'ér róngyì shīxiào.
- 【註】“Thirty-Six Stratagems” Overview: Each stratagem contains underlying numerical and logical principles, and every tactic follows strategic rules. The harmony of yin and yang, the natural interplay of forces, hides cleverness within. The subtlety of a plan should not be forced; over-designing a strategy often leads to failure.

Example Sentence

- 【釋】在面對困境時，記住「機不可設，設則不中」，要靈活應對，不能死板。
- 【譯】在面對困境时，记住“机不可设，设则不中”，要灵活应对，不能死板。
- 【拼】Zài miàn duì kùn jìng shí, jì zhù “jī bù kě shè, shè zé bù zhōng”, yào líng huó yìng duì, bù néng sǐ bǎn.

- 3 When facing challenges, remember the saying: "Opportunities cannot be forced; if contrived, they will miss their mark." Respond flexibly and avoid rigid thinking.

Extended Reading Practice

4 戰國時期，兵法與謀略盛行，各國將領都重視兵陣與計謀。傳說中有位智將，他善於佈陣，每次出戰都能隨機應變，讓敵人難以預測。敵軍雖知其大致行動，卻無法掌握具體策略，常常陷入被動。這位將領常說：「六六三十六，數中有術，術中有數。」意思是軍陣看似繁複的數字排列，其實每一步都暗藏計謀；而計謀之中又可以用數理精準計算，讓敵人無法輕易破解。他在佈陣時，先計算兵力配置、攻守順序、地形優劣，再設置誘敵陷阱。戰場上，他能隨時改變陣法，敵軍一旦行動，便陷入預設的陷阱中。一次，他面對強敵，敵軍以人數優勢正面壓境。他先在正面佯攻，實際上暗中佈置迂迴路線，兵力分配巧妙，使敵人以為可以全力衝鋒。結果，敵軍陷入計中計，被包圍，最終大敗而退。這就是「六六三十六」的智慧：看似複雜的數字和布陣，其實暗藏策略；策略之中，又依靠精準的計算，使敵人無所適從。

5 战国时期，兵法与谋略盛行，各国将领都重视兵阵与计谋。传说中有位智将，他善于佈阵，每次出战都能随机应变，让敌人难以预测。敌军虽知其大致行动，却无法掌握具体策略，常常陷入被动。这位将领常说：“六六三十六，数中有术，术中有数。”意思是军阵看似繁复的数字排列，其实每一步都暗藏计谋；而计谋之中又可以用数理精准计算，让敌人无法轻易破解。他在布阵时，先计算兵力配置、攻守顺序、地形优劣，再设置诱敌陷阱。战场上，他能随时改变阵法，敌军一旦行动，便陷入预设的陷阱中。一次，他面对强敌，敌军以人数优势正面压境。他先在正面佯攻，实际上暗中布置迂回路线，兵力分配巧妙，使敌人以为可以全力冲锋。结果，敌军陷入计中计，被包围，最终大败而退。这就是“六六三十六”的智慧：看似复杂的数字和布阵，其实暗藏策略；策略之中，又依靠精准的计算，使敌人无所适从。

6 In the Warring States period, the arts of war and strategy flourished. Generals in every state studied formations and schemes with care, knowing that victory depended not only on operational capacity, but on arrangement. Among them, it is said, there was a commander of uncommon intelligence. He had a gift for deployment. Each time he entered battle, he adapted to shifting conditions with such ease that the enemy could not predict his next move. They might glimpse his general direction, but the design itself eluded them, and so they were often left reacting, never acting. This general was fond of saying: "Six times six makes thirty-six; within numbers there are methods, and within methods, numbers." By this he meant that what appears to be a mere pattern of

troops, an orderly arrangement of figures, is in truth a web of intention. Each position conceals a purpose; each movement answers a calculation. Strategy, in his hands, was not guesswork but measured design, precise enough to confound any attempt at deciphering. Before setting his formations, he would calculate the distribution of forces, the sequence of attack and defense, the advantages and liabilities of terrain. Only then would he lay his snares. On the field, he altered his formations as the moment required. The instant the enemy committed to action, they found themselves already within the lines of a plan they had not seen. Once, he faced a powerful opponent who advanced in overwhelming numbers. He met them with a feigned attack at the front, while quietly arranging a circuitous route behind the lines. His troops were placed with such care that the enemy believed they could press forward without restraint. They charged. In doing so, they entered a design within a design, caught, surrounded, and undone. Such is the wisdom of "six times six makes thirty-six." What seems to be complexity of number is, in fact, clarity of intention. Within the visible order lies the hidden plan; within the plan, exact calculation. And by this union of number and method, the enemy is left with no footing at all.

Multiple Choice Questions

1. What is the main idea of the proverb “六六三十六，數中有術，術中有數” (Liù liù sān shí liù, shù zhōng yǒu shù, shù zhōng yǒu shù)?

- A. Every number has a secret meaning.
- B. Complex arrangements conceal strategy, and strategy relies on calculation.
- C. The number 36 is lucky in battle.
- D. Battles are won only by having more soldiers.

2. How did the Warring States general use this principle in battle?

- A. By confusing his enemies with seemingly complex formations while hiding his real tactics.
- B. By attacking the enemy head-on with full force.
- C. By ignoring the terrain and relying only on luck.
- D. By retreating whenever the enemy appeared.

3. What was the outcome when the enemy underestimated his stratagem?

- A. The enemy easily defeated him.
- B. His army became confused.
- C. The enemy fell into traps and was repeatedly defeated.
- D. The battle ended in a draw.

Answer Key: 1.B
2.A
3.C

第01計

瞞天過海 瞞天过海 Mán tiān guò hǎi

Stratagem 01 Hide in Plain Sight

第一計：瞞天過海：備周則意怠，常見則不疑。陰在陽之內，不在陽之對。太陽，太陰。

第一計：瞞天过海：备周则意怠，常见则不疑。阴在阳之内，不在阳之对。太阳，太阴。
Dì yī jì: Mán tiān guò hǎi: Bèi zhōu zé yì dài, cháng jiàn zé bù yí. Yīn zài yáng zhī nèi, bù zài yáng zhī duì. Tàiyáng, tàiyīn.

Stratagem 01: Hide in Plain Sight: When preparations are complete, vigilance slackens; what is seen often invites no suspicion. The hidden lies within the visible, not apart from it. The utmost Yang contains the utmost Yin (*within clarity, concealment*).

| 繁中 | 簡中 | 拼音 | 英文解釋 |
|----|----|--------|-----------------------|
| 瞞 | 瞒 | mán | deceive, hide |
| 海 | 海 | hǎi | sea |
| 備 | 备 | bèi | prepare, ready |
| 意怠 | 意怠 | yì dài | lack of concentration |

Idiom Breakdown (Deceive the Sky and Cross the Sea)

- 瞞 / 瞒 (mán): to deceive, to hide
- 天 (tiān): the sky, by extension, a higher authority
- 過 / 过 (guò): to pass, to cross
- 海 (hǎi): the sea

Literal Meaning

Conceal one's true movement beneath the appearance of ordinary activity while secretly crossing the sea.

Strategic Insight

The stratagem operates through concealment within visibility. By embedding unusual action within patterns that appear routine, familiar, or harmless, one gradually

Suggested Activities by Type

| Activity Type | Example |
|---------------------------|---|
| Discussion Circles | Which stratagems are ethical in international law? Which are not? |
| Writing Prompts | Compose a speech in which a general explains why he used the stratagem “釜底抽薪” (“remove the firewood from under the Pot”). How does he justify this stratagem? |
| Debate | Is “走為上計” (“retreat is the best strategy”) a coward’s move or strategic brilliance? |
| Translation Exercise | Reverse translation from English back to Classical Chinese |
| Stratagem Diaries | Students reflect on one stratagem per week applied in their personal or professional life |
| Pop Culture Application | Identify stratagems in Chinese dramas, Korean politics, Marvel movies, or Shakespeare |
| Stratagem Pairing | Assign students two contradictory stratagems-have them argue which is more effective in a scenario |
| Cross-cultural Comparison | How does “瞞天過海” compare to the concept of plausible deniability in U.S. politics? |

Themes You Could Explore in New Units

- Cyberwarfare stratagems, including deception, diversion, and false signaling in digital environments
- Negotiation & Mediation
- Cross-cultural misreadings of strategic intent
- AI and Strategic Deception
- Questions of algorithmic opacity, strategic uncertainty, and machine-learning ethics

《三十六計教師手冊》目錄

The Thirty-Six Stratagems INSTRUCTOR'S GUIDE – Table of Contents

| | | | | | |
|--------------|-------|-----|--------------|------|-----|
| Preface | 前言 | 184 | | | |
| Prologue | 六六三十六 | 192 | | | |
| Stratagem 01 | 瞞天過海 | 193 | Stratagem 19 | 釜底抽薪 | 269 |
| Stratagem 02 | 圍魏救趙 | 196 | Stratagem 20 | 混水摸魚 | 273 |
| Stratagem 03 | 借刀殺人 | 200 | Stratagem 21 | 金蟬脫殼 | 278 |
| Stratagem 04 | 以逸待勞 | 204 | Stratagem 22 | 關門捉賊 | 283 |
| Stratagem 05 | 趁火打劫 | 208 | Stratagem 23 | 遠交近攻 | 288 |
| Stratagem 06 | 聲東擊西 | 212 | Stratagem 24 | 假道伐虢 | 293 |
| Stratagem 07 | 無中生有 | 216 | Stratagem 25 | 偷梁換柱 | 298 |
| Stratagem 08 | 暗渡陳倉 | 221 | Stratagem 26 | 指桑罵槐 | 303 |
| Stratagem 09 | 隔岸觀火 | 225 | Stratagem 27 | 假癡不癡 | 308 |
| Stratagem 10 | 笑裡藏刀 | 229 | Stratagem 28 | 上屋抽梯 | 313 |
| Stratagem 11 | 李代桃僵 | 233 | Stratagem 29 | 樹上開花 | 318 |
| Stratagem 12 | 順手牽羊 | 238 | Stratagem 30 | 反客為主 | 323 |
| Stratagem 13 | 打草驚蛇 | 242 | Stratagem 31 | 美人計 | 327 |
| Stratagem 14 | 借屍還魂 | 247 | Stratagem 32 | 空城計 | 332 |
| Stratagem 15 | 調虎離山 | 252 | Stratagem 33 | 反間計 | 337 |
| Stratagem 16 | 欲擒故縱 | 256 | Stratagem 34 | 苦肉計 | 342 |
| Stratagem 17 | 拋磚引玉 | 260 | Stratagem 35 | 連環計 | 347 |
| Stratagem 18 | 擒賊擒王 | 265 | Stratagem 36 | 走為上計 | 352 |

Core Text

Extended Explanation

六六三十六：數中有術，術中有數；陰陽相生，機在其中；機不可設，設則失變。

English Translation

Six times six makes thirty-six: Within number lies method, and within method, number; Yin and Yang generate one another, the pivot resides within. This pivot cannot be fixed; once fixed, it loses its power of transformation.

Vocabulary Focus

| 繁中 | 簡中 | 拼音 | 英文解釋 |
|----|----|-------------|--------------------------|
| 數 | 数 | shù | number / structure |
| 術 | 术 | shù | method / technique |
| 機 | 机 | jī | pivot / strategic moment |
| 陰 | 阴 | yīn | latent / hidden |
| 陽 | 阳 | yáng | manifest / visible |
| 相生 | 相生 | xiāng shēng | generate mutually |
| 設 | 设 | shè | to fix / set |
| 變 | 变 | biàn | change / transformation |

Theme

Deception Through Familiarity

English Explanation

Hide in Plain Sight: Achieving Strategic Movement Under Conditions of Visibility

Learning Objectives

By the end of the session, students will be able to:

- Interpret 瞞天過海 as a stratagem of perceptual normalization.
- Analyze how familiarity reduces suspicion and enables covert action.
- Apply the concept to contemporary strategic, diplomatic, and organizational contexts.
- Articulate the logic of visible concealment in both Chinese and English.

90-Minute Breakdown

| Time | Activity | Objective |
|-----------|---|--|
| 0–10 min | Warm-up: Strategic Icebreaker | Engage students through examples of normalized or unnoticed strategic behavior |
| 10–20 min | Close Reading of Classical Chinese text & translation | Vocabulary, phrase structure, rhetorical style |
| 20–30 min | Listening Practice: Audio of Classical & Modern reading | Improve comprehension and pronunciation |
| 30–40 min | Mini-Lecture with Examples | Sun Bin's campaign strategies; Allied deception operations in WWII (e.g., D-Day); strategic signaling in corporate mergers |
| 40–50 min | Discussion Pairs: Ethics of deception | Should diplomats or negotiators use this? Is it morally neutral? |
| 50–70 min | Simulation Activity: Diplomatic Crisis Scenario | Students role-play a delegation; some must use 瞞天過海 to win allies, obscure intentions |

第一組：1 到 6

■ 成語

- ▶ 借刀殺人 / 聲東擊西 / 瞞天過海 / 圍魏救趙 / 趁火打劫 / 以逸待勞
- ▶ 借刀殺人 / 声东击西 / 瞒天过海 / 围魏救赵 / 趁火打劫 / 以逸待劳

／ 句子

1. 最近某科技公司成功進行了併購，_____，以低調的方式逐步擴展了市場份額，對手未曾察覺其佈局。
最近某科技公司成功進行了併購，_____，以低調的方式逐步擴展了市場份額，對手未曾察覺其佈局。
2. 在全球貿易戰的背景之下，中國選擇_____，利用外交手段將美國的貿易壓力轉移到其他國家。
在全球貿易戰的背景之下，中國選擇_____，利用外交手段將美國的貿易壓力轉移到其他國家。
3. 該企業選擇_____，通過與其他競爭對手的合作，間接削弱了市場上的主要對手。
該企業選擇_____，通過與其他競爭對手的合作，間接削弱了市場上的主要對手。
4. 隨著新冠疫情影響的加劇，許多初創企業選擇_____，耐心等待市場回穩後再加大擴展力度。
隨著新冠疫情影響的加劇，許多初創企業選擇_____，耐心等待市場回穩後再加大擴展力度。
5. 當市場情況混亂時，一些企業趁機_____，利用股市下跌時進行資本運作。
當市場情況混亂時，一些企業趁機_____，利用股市下跌時進行資本運作。
6. 隨著競爭對手的不斷擴展，某國企業選擇_____，透過間接行動擊敗競爭對手，成功佔領市場。

随着竞争对手的不断扩展，某国企业选择_____，通过间接行动击败竞争对手，成功占领市场。

■ 答案

1. 瞞天過海 / 瞒天过海
2. 圍魏救趙 / 围魏救赵
3. 借刀殺人 / 借刀杀人
4. 以逸待勞 / 以逸待劳
5. 趁火打劫
6. 聲東擊西 / 声东击西

第二組：7 到 12

■ 成語

- ▶ 笑裡藏刀 / 李代桃僵 / 無中生有 / 順手牽羊 / 隔岸觀火 / 暗渡陳倉
- ▶ 笑里藏刀 / 李代桃僵 / 无中生有 / 顺手牵羊 / 隔岸观火 / 暗渡陈仓

／ 句子

1. 有分析指出，某科技公司透過_____的方式，成功推出了一款市場上並不存在的「新」產品，吸引了大量投資者。
有分析指出，某科技公司透過_____的方式，成功推出了一款市場上並不存在的「新」產品，吸引了大量投資者。
2. 某大企業計劃在短期內將其關鍵業務遷移到其他國家，並且正在通過_____的策略，使外界對其真實意圖產生誤解。
某大企業計劃在短期內將其關鍵業務遷移到其他國家，並且正在通過_____的策略，使外界對其真實意圖產生誤解。
3. 面對外部壓力，該公司選擇_____，在不公開對抗的情況下觀察競爭對手的反應。
面對外部壓力，該公司選擇_____，在不公開對抗的情況下觀察競爭對手的反應。